

*CFC Reg 350-1

*USFK Reg 350-1

HEADQUARTERS
ROK-U.S. COMBINED FORCES COMMAND
UNIT #15255
APO AP 96205-0028

HEADQUARTERS
UNITED STATES FORCES, KOREA
UNIT #15237
APO AP 96205-0010

Regulation
Number 350-1

21 June 2000

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Training

COMMAND POST AND FIELD EXERCISES

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SUPPLEMENTATION. Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited unless prior approval is obtained from HQ CFC, ATTN: CFCD-ED, Unit #15255, APO AP 96205-0028.

INTERNAL CONTROL PROVISIONS. This regulation does not contain Management Control Provisions.

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CHAPTER 1

GENERAL

1-1. PURPOSE. This regulation prescribes policy, provides guidance and establishes procedures for use in programming, planning, conducting and evaluating military exercises conducted by Headquarters, Republic of Korea/United States (HQ ROK-U.S.) Combined Forces Command (CFC) and U.S. Forces, Korea (USFK).

1-2. APPLICABILITY.

a. This regulation is applicable to CFC and USFK staffs, component commands and subordinate commands.

b. This regulation provides the framework for developing appropriate exercise directives and other exercise documents, which will amplify specific responsibilities directed in this regulation.

1-3. REFERENCES. Required and related publications are listed in appendix A.

1-4. ABBREVIATIONS AND TERMS. Abbreviations and terms used in this regulation are explained in the glossary.

CHAPTER 2

EXERCISE PROGRAM

2-1. GOAL. The goal of the CFC and USFK theater level exercise program is to provide realistic warfighting training to CFC and USFK staffs and their service components in support of CFC's mission to deter aggression, and if deterrence fails, to rapidly defeat the aggressor.

2-2. IMPERATIVES. The CFC/USFK exercise program has five exercise imperatives:

- a. Display bilateral resolve for deterrence.
- b. Train theater staffs, including augmentation forces.
- c. Improve combined and joint warfighting skills.
- d. Demonstrate U.S. reinforcement capability.
- e. Familiarize U.S. units with terrain and operational environment.

2-3. OBJECTIVES. The Commander in Chief (CINC) CFC, in accordance with (IAW) Strategic Directive #2 (see references), is responsible for CFC exercises involving U.S. and ROK military forces. The CJ3 Exercise Division implements this command responsibility by creating an efficient and effective combined and joint exercise training program.

a. The basis of the exercise training program are CFC's mission requirements for deterrence and warfighting. These capability requirements are categorized IAW the U.S. Joint Chief of Staff (JCS) Universal Joint Task List (UJTL). The UJTL provides a common language between CFC and augmenting U.S. forces. It also provides the framework for further development of the CINC's Joint Mission Essential Task List (JMETL) which documents those tasks essential to mission accomplishment.

b. These combined tasks and joint METL tasks become the building blocks of the exercise program. The theater level program incorporates the JMETL for CFC and USFK HQ and each of its components into a comprehensive training plan. Components and subordinate units develop supporting training plans for their METLs. Where possible, component and unit training plans should be integrated into the overall CFC exercise training program.

c. Each separate exercise in the plan will be designed to train specific tasks of the JMETL. The published exercise objectives document these intentions. Exercise objectives may also focus on developing combined and joint doctrine, tactics, techniques and procedures as identified by the CINC. Published exercise objectives will provide the focus for exercise control and evaluation.

2-4. DESIGN. The goal of exercise design will be to "train the way we fight." Exercise scenarios will integrate realistic conditions and allow free play to emphasize innovative problem solving and emulate the "fog of war."

a. The binational characteristics of CFC and of its combined component HQ, of USFK and its service components, and of the various liaison elements and host nation support agreements require constant exercising and training to ensure the high state of readiness necessary to deter aggression.

b. The frequency of HQ personnel turnover, both U.S. and ROK, requires a repetitive exercise and training program based on an annual cycle.

c. Constant review of the benefits associated with field versus simulation supported training is required to ensure the proper training medium for the training audience. A field training exercise (FTX), with troops in the field under peacetime property damage and resource constraints, does not provide adequate forces to drive realistic theater level command post play. Likewise, a subordinate unit can usually achieve a higher optempo and resultant training value for the resources involved if the directing HQ is only one or two levels up the chain of command. For instance, division level training objectives are best achieved when exercise play is directed by no higher than field army level with an intermediate corps HQ supervising.

d. As an alliance, U.S. and ROK forces -- both HQ and combat units -- must train in a combined and joint environment to improve interoperability, communication and coordination.

e. Advanced wargaming simulation technologies provide the medium to simulate realistic theater level battlefield operating systems under a wartime optempo environment. Through advanced simulation design, numerous wargaming models may be brought together to build a "game" that simulates each service's warfighting capabilities.

f. Since much of the U.S. combat power contribution to CFC must be deployed from off-peninsula, the strategic deployment and reception, staging, onward movement and integration (RSOI) aspects of warfighting must be appropriately incorporated in the CFC exercise program design.

g. Planners must remain focused on the capabilities and limitations of training exercises when developing exercise objectives and designs.

(1) A simulation supported training exercise is not an analytical tool to validate operations plans (OPLANS) and/or various courses of action. Its purpose is to practice command and control (C2) and staff procedures. Simulation models are dependent on operator proficiency and numerous other uncontrollable variables which impact a game's outcome. In addition, exercise controllers often influence the outcome while focusing on attaining specific training objectives.

(2) An exercise is a training event where the training audience is provided a near realistic situation to practice standard operating procedures, command and control functions, and numerous other activities necessary to execute OPLAN requirements.

(3) Exercises also offer excellent opportunities for exploring new technologies, equipment, and concepts as may be found in the U.S. Joint Forces Command Experimentation Campaign Plan, dated 30 September 1999. This opportunity exists because staffs are normally fully manned and in their wartime locations, most battlefield operating systems are energized and a scenario drives real time decision-making requirements. This dynamic environment provides opportunities to explore new system integration. While CFC/USFK exercises provide excellent opportunities to experiment, the CINC maintains approval authority for the inclusion of new technologies, equipment, and concepts into all CFC/USFK exercises.

2-5. CONSIDERATIONS. In addition to the above exercise design guidance, the following functional area considerations should be incorporated into every exercise ensuring robust staff interaction and training opportunities on their respective wartime functional procedures.

a. Personnel. Exercise scenarios should provide realistic personnel-related training.

(1) Units participating in an exercise will participate at a level no higher than their current authorized level of organization for the scenario being exercised. This does not preclude simulating augmentation capabilities at a higher level of organization in order to achieve training objectives.

(2) When practicable, morale, welfare and recreation support will be provided to units participating in exercises through requests to the appropriate U.S. or ROK channels. The Exercise Directive published before each CFC exercise contains information regarding this support.

(3) When appropriate, Chaplain participation will be integrated into exercises.

(4) An aggressive and proactive safety program, designed for the exercise unique activities, must be incorporated into all exercise activities.

b. Intelligence. Exercises should provide realistic intelligence training for all participants, including the troops, the staffs and the intelligence specialists. Care must be taken to ensure exercise play does not interfere with real world intelligence functions.

(1) Planning should ensure and emphasize the coordinated employment of all available means to collect, process, analyze and disseminate timely intelligence.

(2) Exercises should emphasize the necessity for intelligence and counterintelligence in operations planning and execution.

(3) Requirements for maps and aerial photography must be determined early in the planning process. Procedures for requesting maps and photos will be discussed in planning conferences and published in the Exercise Directive.

(4) Opposing force(s) (OPFOR(s)) will be employed IAW aggressor concepts and order of battle contained in the Ground Component Command-Combined Analytical Control Center (GCC-CACC) ground forces database. Normally, the OPFOR will fight to win; however, the Chief Controller may make adjustments to further develop specific exercise objectives.

(5) Because the purpose of intelligence is to serve the warfighter, intelligence cannot occur without operational interface. Consequently, operational support will be necessary to adequately execute theater "intelligence training" exercises, such as WINTER SURGE.

(6) Exercise Intelligence planning and preparation will include appropriate pre-hostility message traffic as a build-up to STARTEX. This information should be in addition to that found in the exercise's STARTEX Book and will help ensure that battle staffs are fully prepared once the exercise begins.

c. Civil-military Operations (CMO). Theater level exercises provide excellent opportunities for integrating CMO concepts into the CFC/GCC warfighting staff. Through simulation and actual training events, ROK, U.S., and combined civil-military plans, programs, and policies are exercised in a combined environment. CMO is a command responsibility. Emphasis should be given to staff procedures that establish, maintain, influence or exploit the interaction between the military and civil environments in an operational area to achieve campaign objectives.

d. Psychological Operations (PSYOP). Combined and joint exercises provide both real world and exercise PSYOP training opportunities.

(1) Exercise play should include PSYOP planning, information processing, research and analysis, production and dissemination, evaluation of effectiveness and defensive measures against hostile PSYOP.

(2) PSYOPs must be planned and integrated early by all components and subordinate commands. The Combined PSYOPs Task Force (CPOTF) is the wartime component responsible for all PSYOPs. During exercises and training, the CPOTF will coordinate and approve all PSYOP activities and support. In its absence, the C2 PSYOP Division will conduct this coordination.

e. Operations. Exercises must provide scenarios maximizing staff interaction for the planning, execution and assessment of joint and combined crisis actions and combat operations.

(1) Special consideration must be given to creating training opportunities for staffs and appropriate HQ to practice Crisis Action Standard Operating Procedures (CASOP), situational assessments and course of action development.

(2) All operational exercise play must focus on appropriate OPLAN-related operations.

(3) Staff briefings during exercises should use the same media and formats as planned for actual contingencies.

(4) Deploying forces must represent those forces actually required by the OPLAN. The Assistant Chief of Staff (ACofS), J5 provides a critical forces list which forms the basis for coordinating the deployment and training of off-peninsula U.S. forces.

f. Logistics. Where possible, exercise scenarios will incorporate logistics-related training opportunities for all levels of the training audience.

(1) Where practicable, individual unit and maneuver battalion material management functions must be fully integrated throughout the exercise.

(2) Where practicable, all classes of supply should be physically played in field exercises. Class V supply and resupply will be played using blank ammunition or simulators. Class V resupply will be simulated using actual ammunition containers or substitutes that replicate actual containers, empty or filled with sand.

(3) Supply and distribution procedures for requirements above the installation level are as follows:

(a) Distribution policies and priorities of issue material are set forth in the appropriate component regulations.

(b) Units and individuals participating in or supporting field exercises should be equipped with all authorized table(s) of organization and equipment, modified table of organization and equipment or tables of distributions and allowances equipment. Maximum effort should be made to redistribute equipment on a loan basis from non-participating units, provided the essential training and operational missions of the losing units are not seriously jeopardized.

(c) Requisitions for clothing and equipment in addition to authorized allowances and special requirements for equipment, supplies and repair parts will be processed as requests for temporary loan IAW the appropriate component regulations.

(4) Effective maintenance of material will be emphasized by all commanders, controllers, players and gamers and will be an integral part of the planning and conduct of exercises.

(5) Supply economy and cost consciousness will be emphasized by all commanders and controllers as an integral part of all exercises. Nonessential items of equipment will not be taken to the exercise areas.

g. Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR). All exercises must strive to incorporate realistic communications activities that reflect actual capabilities and procedures. Since not all exercise participants will operate from their wartime locations, this is only a goal of exercise design.

(1) Exercise communications plans and directives should emphasize the extensive use of the tactical and strategic C4ISR network architecture IAW the OPLAN.

(2) It is imperative that all exercise planners identify their C4ISR requirements early in the planning process and meet the suspenses established in appropriate exercise directives, memoranda, and CFC/USFK planning conferences. Senior commands must consolidate and validate requirements for subordinate commands to prevent duplication of effort and to increase efficient use of scarce C4ISR resources. Annex K (Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance) of the exercise directive provides detailed guidance regarding the installation, operation and maintenance of C4ISR systems that support the CINC's exercise Information Exchange Requirements and includes specific taskings, responsibilities and instructions for CFC/USFK staffs and service components. Success of the CINC's C4ISR system depends upon the accuracy and timely implementation of Annex K. Late requests for C4ISR support must be validated by an O-6 or above from the requesting agency.

(3) Communications services are constrained by the funds available for each CFC exercise. Any request for communications support that requires CFC funding, such as leasing of commercial circuits or contracting of commercial equipment, must be validated by the C3 Exercise Division prior to implementation of the request.

(4) Exercise participants must strictly comply with Command Communications Security (COMSEC) and Operations Security (OPSEC) policies and standards to prevent unauthorized disclosure of CFC capabilities, intent and procedures. Participants and commands must emphasize and make maximum use of secure transmission means to ensure protection and prevent exploitation of classified and sensitive information.

h. Medical. Exercises should emphasize the coordination required to train the combined U.S. and ROK medical logistics management staff. Where practical, stress the following:

- (1) Health care delivery between CFC and USFK and between CFC and ROK JCS.
- (2) Use of inter-theater and intra-theater medical evacuation support.
- (3) Functioning of the Airlift Control Center and Joint Patient Movement Requirements Center.
- (4) Enemy prisoner of war processing, reporting and operations through medical channels.
- (5) Focus on the coordination of War Host Nation Support and Medical Supply Coordinating Group activities.

i. OPSEC. In addition to real world OPSEC considerations, exercises provide an opportunity to determine the proficiency of exercise planners and participants and, as such, must ensure that--

- (1) Adequate training is provided for detecting and correcting OPSEC deficiencies.

(2) Training and orientation programs include provisions for familiarization of all participants with OPSEC and vulnerability of U.S. and ROK forces to enemy observation and exploitation of procedures, practices and telecommunications.

(3) The OPSEC surveys are conducted to determine the status and effectiveness of OPSEC practices.

(4) Staff efforts are coordinated to provide maximum security for the operation.

(5) The OPSEC influences the entire planning process and is a matter of continuing concern from the conception of the operation throughout the preparatory, execution and evaluation phases.

j. Information Assurance (IA).

(1) Protecting classified, sensitive, confidential information is a commander's responsibility as well as an individual one. In all exercise planning, units must plan and implement IA policies and procedures to protect information.

(2) Units must take all precautions not to release sensitive or classified information over C4ISR networks.

k. Engineer. All exercises should emphasize the necessity for engineer support in operations planning and execution.

(1) Exercises should include scenarios to exercise and evaluate engineer requirements to include: U.S. engineer troop deployment to the ROK and time phased flow; engineer support of the operation plan and/or exercise to include mobility/countermobility and sustainment operations; functioning of the Regional Contingency Engineer Management Cell for emergency construction support; acquisition of real estate; topographic support; specialty engineering support including fire fighting, prime power, water production, pipeline construction, and port construction activities as necessary; facility damage repair and reporting to include rapid runway repair; engineer support to RSOI (the process, not the exercise by that name); environmental considerations for the exercise or deployment; and Engineer Command and Control.

(2) All exercise planning documents and agreements that deal with the use of real estate for an exercise will be routed through ACofS, Engineer, USFK, ATTN: FKEN-RE/S, Unit #15237, APO AP 96205-0010. The use of real estate by U.S. forces will be requested through the C/J3 and forwarded to the Real Estate SOFA Division of the ACofS, Engineer, USFK, for processing by the Facility and Area Sub-Committee and the U.S./ROK Joint Committee.

l. Public Affairs (PA). In coordination with the ROK Ministry of National Defense (MND), U.S. Pacific Command (USPACOM) and the U.S. Department of Defense, PA plans will include proposed news releases for all exercises.

(1) No publicity will be given to an exercise without adequate inter-staff clearance.

(2) The CFC PAO will be the sole releasing authority for news releases concerning exercises. Releases will, when possible, be coordinated in advance with appropriate agencies.

(3) The PAO will develop exercise-specific PA guidance. This guidance will be incorporated into the USCINCPAC Significant Military Exercise Brief (SMEB).

m. Judge Advocate (JA).

(1) The Commander, U.S. Armed Forces Claims Service, Korea, under the supervision of the USFK, JA, processes claims for U.S. caused maneuver damage during FTXs IAW AR 27-20 and the SOFA.

(2) The CFC and USFK JA will review exercise directives and Memoranda of Agreement to ensure compliance with all legal considerations.

(3) The CFC, USFK and component JA staffs will provide desired JMETs and MSELs to the Exercise Division for incorporation into exercises.

(4) The CFC, USFK and component JA staffs will participate as exercise players.

n. Electronic Warfare (EW). Exercises provide the opportunity to practice EW as a form of combat power in coordination with fire and maneuver elements.

(1) Where practicable, realistically portray the radio electronic warfare threat.

(2) Scenarios should provide for the application of EW techniques to determine unit proficiencies in operating and maintaining EW equipment.

o. Nuclear, Biological and Chemical (NBC). Integrate realistic NBC defensive play in exercise scenarios whenever practicable.

(1) Provide NBC defensive training at both unit and staff levels.

(2) The NBC play should exercise the NBC reporting system, test unit and individual actions in response to NBC attacks, initiate interrelated staff actions to counter an NBC attack, exercise NBC related logistics, and require command decisions relative to NBC postures for friendly forces.

(3) NBC events should include testing all collective protection systems/shelters. Participants should submit the results of these tests to CFC/USFK NBC.

(4) Events should exercise extended logistics requirements to include wartime host nation support.

(5) All NBC training should include a realistic scenario based on the enemy threat and capabilities. Each event should result in detailed staff planning, reconnaissance of contamination, marking of the area, appropriate decontamination, and reconstitution.

(6) The CFC/USFK and component Chemical staffs will provide desired MSELs to the CJ3 Exercise Division for incorporation into exercises. Separate battalions will submit their training objectives to their MSCs who will develop MSELs to meet these approved training objectives.

2-6. FUNDING. Funding CFC conducted exercises is the responsibility of both the U.S. and ROK Governments. The CFC does not have independent exercise funds and therefore exercise expense sharing is predicated on each nation funding the training of its own participating personnel and paying a prorated share of costs incurred by one country for the benefit of both.

a. Where combined activities, such as CP TANGO, simulation centers, etc., provide training benefit to both U.S. and ROK personnel, expenses will be shared by the U.S. and ROK.

b. U.S. exercise expenses -- other than for strategic transportation -- are a service responsibility. Each service programs and funds its force's participation to include billeting, messing, transportation and communications. Strategic transportation costs are normally funded by USPACOM through the U.S. JCS strategic deployment program and controlled by CJ3 Exercise Division.

c. For additional information on exercise funding, see Appendix I.

2-7. SCHEDULING. The CFC theater level exercises require coordinated scheduling to ensure the right training audience is available for the right exercise. Schedules must account for weather and terrain restrictions, allocated strategic lift resources, availability of deploying U.S. forces, deconfliction with other U.S. JCS and ROK JCS exercises and events, availability of supporting simulation assets and time required for a full planning and preparation cycle.

a. The CJ3 Exercise Division will host an annual exercise planning conference during the May to June time frame. The purpose of the conference is to develop a detailed planning calendar for the following year. Theater level, component level, Combined Battle Simulation Center (CBSC), and Korean Air Simulation Center supported exercise execution dates and supporting planning conference dates will be established. A five year projection of theater level exercise dates will also be coordinated. The results of this conference will be coordinated with USPACOM and ROK JCS and published by the Exercise Division. This theater exercise planning document will be updated, as required, if significant scheduling changes dictate.

(1) Exercise planners will place special emphasis on avoiding any impact of an exercise on U.S. and ROK holiday periods. This includes deployment and redeployment requirements for off-peninsula personnel.

(2) All CFC, USFK, and ROK JCS staffs and commands should work these published exercise periods into their own training schedules. This applies even when commands and/or staffs are not directly involved as exercise participants because they may still be tasked to provide individual augmentees or other support.

b. The USPACOM conducts an annual exercise planning conference in October each year. The purpose of this conference is to deconflict and refine the U.S. CJCS Five-Year Joint Training Master Plan. The results of the CFC scheduling conference are used to prepare the CFC and USFK inputs to this comprehensive training plan that identifies exercise dates, objectives, participants, deploying U.S. forces and strategic lift requirements.

(1) Programming and scheduling off-peninsula augmenting forces is especially important. The U.S. force providers use these projections for long range scheduling and deconfliction purposes and for preparing budget requirements. Exercise planners will provide as much detail (unit, number of people, equipment, etc.) as possible to USPACOM for the Five-Year JCS Joint Training Master Plan.

(2) Projected exercise dates and strategic lift requirements provide long range planning information to U.S. Transportation Command (USTRANSCOM).

(3) The CJ3 Exercise Division will provide USPACOM updated planning data whenever dates, objectives, participants and/or lift requirements change.

CHAPTER 3

RESPONSIBILITIES

3-1. GENERAL. The planning, execution and evaluation of a theater level exercise require close coordination and communication among all elements of the CFC and USFK component staffs and their subordinate commands. This chapter provides an overview of those responsibilities which are essential for a successful exercise. These exercise responsibilities follow a staff's and/or unit's wartime functional area of expertise wherever possible. Exercise Directives will outline additional responsibilities as required.

3-2. ALL COMMANDS AND STAFFS.

- a. Provide input and support to responsible agencies for planning, management and/or execution.
- b. Provide representation to CEPS/JEPS meetings, as required by the CJ3-ED exercise project office.
- c. Provide required representatives to establish the DPET. (See Chapter 4 and Appendix C.)
- d. Prepare briefings and updates on plans and operations to meet exercise requirements.
- e. Prepare inputs for completion of exercise support and planning documents.
- f. Develop scripted events and the MSEL to support functional area training objectives.
- g. Provide fund audit reports if exercise specific funds were allocated or support was provided to CFC or the other country's forces or personnel.
- h. Provide resources and/or perform functions as prescribed in the Exercise Directive and in the individual augmentation tasking.
- i. Provide copies of all exercise-specific OPORDs, OPLANs, FRAGOs, and SITREPs to CFCD-ED prior to the exercise and to the CECS during the exercise.
- j. Assist the CBSC in developing and verifying database accuracy.
- k. Identify C4ISR support needed to fulfill exercise responsibilities. Submit requirements and requests for support (i.e. DSN, TAC-phone, GCCS, GCCS-K, SIPRNET, TSVS, etc.) to J6 Operations Division, Plans Branch no later than the exercise MPC.
- l. Provide fiscal requirements requests to CJ3-ED for budget development.

3-3. COMMANDER IN CHIEF (CINC) COMBINED FORCES COMMAND (CFC).

a. Directs the planning and conduct of joint/combined training exercises in coordination with USFK and U.S. JCS, American Embassy-Seoul (AMEMB), USPACOM, ROK MND, and ROK JCS.

b. Ensures the accomplishment of specific planning tasks associated with joint/combined training exercises, such as basic concept development, coordination with U.S. and ROK military and civilian agencies, U.S. augmenting forces participation, ROK forces participation, development of documents required to complete planning and execution of the exercise and conduct of a thorough after AAR.

c. Develops and publishes documents which provide guidance for planning, coordinating, conducting and evaluating the exercise.

d. Appoints the CFC Exercise Director, Deputy Exercise Director, Chief Controller, Deputy Chief Controller and AAR Facilitator.

e. Develops PA policy in coordination with USFK, AMEMB-Seoul, ROK MND and ROK JCS. Proposes PA policy to USCINCPAC and Office of the Secretary of Defense. Prepares and coordinates all initial instructions and supervises all subsequent PA activities.

f. Coordinates participation and support by other major U.S. and ROK HQ that would be involved in the defense of the ROK.

g. Conducts required planning and coordination conferences.

h. Coordinates with the USFK and ROK JCS to nominate exercise participating HQ and forces.

3-4. COMPONENT COMMANDERS.

a. The Commander, Ground Component Command (CGCC)--

(1) Plans, conducts, controls and evaluates all exercise ground operations as tasked in the Exercise Directive.

(2) Designates and provides subordinate participating HQ and forces.

(3) Coordinates all ground participation by forces outside the CFC command structure.

(4) Develops appropriate portions/annexes to exercise documents.

b. The Commander, Air Component Command (CACC)--

(1) Plans, conducts, controls and evaluates all exercise air operations as tasked in the Exercise Directive.

(2) Designates and provides subordinate participating HQ and forces.

(3) Coordinates all air participation by forces outside the CFC command structure.

(4) Develops appropriate portions/annexes to exercise documents.

(5) Develops and publishes ACC exercise documents for planning, control, execution and evaluation of ACC operations.

(6) Provides personnel augmentation to support planning, controlling, and evaluating the exercise.

(7) Submits exercise lessons learned to the CFC (see Chapter 7 and Appendix D).

c. The Commander, Naval Component Command (CNCC)/Commander, Combined Naval Component Command (CCNCC)--

(1) Plans, conducts, controls and evaluates all exercise naval operations as tasked in the Exercise Directive.

(2) Designates and provides subordinate participating HQ and forces.

(3) Coordinates all naval participation by forces outside the CFC command structure.

(4) Develops appropriate portions/annexes to exercise documents.

(5) Develops and publishes NCC exercise documents for planning, control, execution and evaluation of NCC operations.

(6) Provides personnel augmentation to support planning, controlling and evaluating the exercise.

(7) Submits exercise lessons learned to the CFC (see Chapter 7 and Appendix D).

d. The Commander, Combined Marine Forces Command (COMCMFC)--

(1) Plans, conducts, controls and evaluates all exercise marine operations as tasked in the Exercise Directive.

(2) Designates and provides subordinate participating HQ and forces.

(3) Coordinates all Marine participation by forces outside the CFC command structure.

(4) Develops appropriate portions/annexes to exercise documents.

(5) Develops and publishes CMFC exercise documents for planning, control, execution and evaluation of CMFC operations.

(6) Provides personnel augmentation to support planning, controlling and evaluating the exercise.

(7) Submits exercise lessons learned to the CFC (see Chapter 7 and Appendix D).

e. The Commander, Combined Unconventional Warfare Task Force (COMCUWTF)--

(1) Plans, conducts, controls and evaluates all exercise unconventional warfare operations as tasked in the Exercise Directive.

(2) Designates and provides subordinate participating HQ and forces.

(3) Coordinates all special operations participation by forces outside the CFC command structure.

(4) Develops appropriate portions/annexes to exercise documents.

(5) Develops and publishes CUWTF exercise documents for planning, control, execution and evaluation of CUWTF operations.

(6) Provides personnel augmentation to support planning, controlling and evaluating the exercise.

(7) Submits exercise lessons learned to the CFC (see Chapter 7 and Appendix D).

f. The Commander, Combined Psychological Operations Task Force (COMCPOTF)--

(1) Plans, conducts, controls, and evaluates all exercise PSYOP as tasked in the Exercise Directive.

(2) Designates and provides subordinate participating HQ and forces.

(3) Coordinates all PSYOP participation by forces outside the CFC command structure.

(4) Develops appropriate portions/annexes to exercise documents.

(5) Develops and publishes CPOTF exercise documents for planning, control, execution, and evaluation of CPOTF operations.

(6) Provides personnel augmentation to support planning, controlling, and evaluating the exercise.

(7) Submits exercise lessons learned to the CFC (see Chapter 7 and Appendix D).

3-5. CFC AND UNITED STATES FORCES KOREA (USFK) STAFFS.

a. The ACoS, C1--

- (1) Develops and directs the personnel aspects of joint training exercises.
- (2) Develops personnel objectives, procedures and requirements to ensure realistic personnel exercise play.
- (3) Coordinates and manages requirements for ROK military interpreters.
- (4) Supervises the execution of CFC ROK Headquarters Commandant (CFHQ) morale, welfare and administrative services in support of the exercise.
- (5) In conjunction with the CFC Command Safety Office establishes and monitors an exercise safety plan.
- (6) Consolidates, coordinates and takes for action personnel related after action lessons learned.
- (7) Adjutant General Division (ROK): Supports SCJS during CJVB operations.
- (8) Plans and coordinates the theater plan for handling and managing enemy prisoners of war and civilian internees.
- (9) Coordinates and manages requirements for ROK printing and distribution.
- (10) Plans and manages the ROK courier services.

b. The ACoS, J1--

- (1) Coordinates the individual augmentee effort, tasks/requests sourcing of validated requirements and tracks CFC/USFK augmentees provided by the CoS, USFK.
- (2) Accounts for all augmentation personnel. Maintains daily personnel status of exercise participants.
- (3) Tasks morale, welfare, and recreation support for U.S. forces via theater executive agent.
- (4) Manages JRC operations and provides joint reception oversight to component welcome centers.
- (5) Provides USFK personnel augmentation names and arrival data to the 8th PERSCOM, 19th TSC agencies, USFK J3 Exercise Division, and service components.

(6) Coordinates with USFK J3-NEO and ACoS, G1, Policy and Programs Division (EAGA-PP) on Non-Combatant Evacuation Operations (NEO) database development and maintenance and non-combatant tracking procedures during armistice, crisis, and wartime.

(7) Identifies evolving CFC/USFK staff Individual Mobilization Augmentee (IMA) requirements revealed during the exercise augmentation process.

(8) Assists CJ3-Exercise Division in staffing the DPET.

(9) Assists CJ3-Exercise Division in identifying requirements for contracted billeting (hotels). In coordination with USFK J4, issues guidance to United States Army Contract Command, Korea.

c. The ACoS, C/J2--

(1) Develops and directs the intelligence aspects of joint/combined training exercises.

(2) Develops intelligence objectives, procedures and requirements to ensure realistic play.

(3) Plans, coordinates, and operates the intelligence scripting cell, as required.

(4) Provides intelligence support for development of all OPFOR simulation databases.

(5) Assists in the development of realistic OPFOR campaign plans, operations orders and concepts of operations that meet desired training objectives.

(6) Provides coordinated intelligence scenarios and implementers for planning and execution (STARTEX information, INTSUMs, Scenario Development Message (SDM) inputs, etc.).

(7) Identifies off-peninsula intelligence augmentation support recommendations to CJ3 for CoS validation.

(8) Assists the CBSC in developing intelligence simulations architecture and identifying all player, gamer and controller elements requiring intelligence simulations interface.

(9) Coordinates with C/J5, the political-military aspects of exercise scenarios and MSEL development.

(10) Develops the enemy situation for SDMs and provides the information to CJ3 Exercise Division.

(11) With 607th Weather Squadron assistance, develops and provides required environmental data to include weather, light and tide information, IAW Exercise Division Project Office guidance. The exercise may require scripted and/or real world environmental data.

(12) Provides -- or coordinates with components to provide -- enemy order of battle exercise intelligence database extracts for player use.

(13) Provides PSYOP planning support until CPOTF is activated.

d. The ACofS, C/J3--

(1) C/J3 Operations Division--

(a) Develops and directs the operations aspects of joint/combined training exercises.

(b) Develops, coordinates and conducts operations briefings during the conduct of a training exercise.

(c) Develops and coordinates operations-related exercise STARTEX data with appropriate subordinate commands.

(d) Develops, coordinates and publishes supporting OPLANs.

(2) C/J3 Exercise Division--

(a) Operates the exercise project office.

(b) Programs exercise funds, U.S. JCS airlift allocation and resources. Validates and prioritizes exercise support requirements in concert with the exercise objectives and the budget.

(c) Determines exercise design.

(d) Coordinates the development of Exercise Directives, Control Plans, MSELs, JULLS Reports, Combined/Joint Visitor Bureau (CJVB) briefings, Master Scenario Guides and STARTEX books, as required. Publishes the Exercise Directive, STARTEX Book, and any exercise-related Memoranda of Instruction (MOI) or Letters of Instruction (LOI).

(e) Consolidates, coordinates and obtains the CofS and/or ACofS, C/J3 validation for personnel augmentation requirements. The U.S. requirements will be specifically coordinated with the respective USFK Service Components, i.e. U.S. Air Force augmentees with USAFK, U.S. Navy augmentees with USNFK, etc.

(f) Plans, develops and tasks CFC participation.

(g) Coordinates and controls overall exercise execution including simulations.

- (h) Prepares AAR Collection Management Plan and coordinates and conducts the AAR.
 - (i) Prepares an OMOA and a SRMOA, an ordering document, for each of CFC's major combined military operations.
 - (j) With USFK Staff JA assistance, negotiates and concludes exercise specific OMOA and SRMOA with the ROK JCS and/or MND.
 - (k) Identifies requirements for required C4ISR support to include: Theater Secure Video System (TSVS), GCCS, GCCS-K, SIPRNET and Theater Battle Management Control System (TBMCS).
- (3) Combined Battle Simulations Center (CBSC).
 - (a) Publishes the Exercise Control Plan.
 - (b) Determines required simulation support.
 - (c) Develops augmentation requirements to support CBSC, CECS, and exercise evaluation.
 - (d) Provides simulation operation support to include simulation center operations and simulation model operations.
- (4) C/J3 Plans Division--
 - (a) In coordination with C5-Plans, prepares the friendly situation portion of SDMs (at a minimum, friendly unit strengths and movements of in-country units).
 - (b) Develops, coordinates and leads the Ulchi Focus Lens (UFL) Senior Leader Seminar (SLS).
- (5) C/J3 C4I Management Center--
 - (a) Develops the C2 plan, to include the COP, GCCS, and GCCS-K.
 - (b) Develops a C4ISR assessment plan.
- (6) J3-NEO. Serves as the USFK OPR/coordinating authority for NEO planning and for execution of the simulated NEO. Coordinates with J1 and EUSA G1, Policy and Programs Division, on NEO database development and maintenance, and non-combatant tracking procedures during armistice, crisis and wartime.

e. The ACofS, C4--

- (1) Develops and directs the logistics aspects of combined training exercises.
- (2) Develops logistics objectives, procedures and requirements to ensure realistic logistic play.
- (3) Provides detailed theater level logistics input for the STARTEX book and appropriate starting situations for simulation database(s).
- (4) Plans and coordinates theater level logistics MSEL inputs.
- (5) Plans, coordinates and leads the SLS.

f. The ACofS, J4--

- (1) Provides staff supervision of logistics support and transportation movements within Korea.
- (2) With USFK Staff JA assistance, coordinates and provides technical assistance concerning U.S.-ROK mutual logistics support actions unique to an exercise.
- (3) Provides and operates the Joint Movement Control Center to monitor strategic lift for deployment and redeployment.
- (4) Provides staff supervision of medical plans, logistics support and patient evacuation activities.
- (5) Provides staff supervision for Real World Health Service Support for all exercise participants.
- (6) Assists ACofS, G4, EUSA to coordinate Joint Life Support as required.

g. The ACofS, C5--

- (1) Directs and coordinates combined political-military, civil-military operations, and command relationships aspects of CFC exercises.
- (2) Assists and advises in correlating exercise plans and documents to OPLANS, CONPLANS, and other documents, as appropriate, to meet the purpose and objectives of the training exercise.
- (3) Assists CJ3 Exercise Division in developing and controlling the political-military and civil-military operations portions of CFC exercises, to include scenario and MSEL development.
- (4) Assists CJ3 Exercise Division in coordinating ROK mobilization, political-military, and civil-military operations exercise play with the ROK JCS.

(5) During Armistice, provides the point of contact for the development of operational and exercise-related Combined Civil Affairs Task Force (CCATF) plans, programs, and policies. During specific exercises, the CCATF will execute its wartime mission as a specialized theater staff organization responsible to the CGCC.

h. The ACoS, J5--

(1) Develops and disseminates exercise REL TO USA and KOR (formerly RELROK) TPFDD and TPFDD schedules IAW Exercise Memoranda and/or LOI.

(2) Coordinates with U.S. Embassy and off-peninsula U.S. agencies for exercise participation and MSEL development.

i. The ACoS, C/J6--

(1) Develops, coordinates and directs C4ISR activities in support of joint/combined training exercises.

(2) Plans and coordinates strategic and tactical theater communications requirements for the CFC HQ and USFK commands.

(3) Consolidates all communications and automation support requirements.

(4) Prepares Annex K to the Exercise Directive.

(5) Prepares and coordinates exercise telephone and e-mail directories.

(6) Plans and coordinates communications, electronics and automation support to exercise participants and simulation centers during exercises.

(7) In coordination with CJ3-CMC, plans and coordinates the exercise-unique communications systems and interoperable communications capability between CFC and other ROK government agencies.

(8) Submits consolidated communications budget requirements to CJ3 Exercise Division Project Office with sufficient detail to develop appropriate U.S.-ROK exercise expense sharing arrangements.

(9) Consolidates and executes all CJ3-Exercise Division validated and prioritized communications, automation support and copier requirements within the allocated CJ6 exercise budget.

(10) Provides CJ3-Exercise Division with communications input and cost-sharing recommendations for the US/ROK expense sharing agreement, the SRMOA.

j. The ACoS, Engineer, CFC--

(1) Develops, coordinates and directs engineer activities in support of joint/combined training exercises.

(2) Develops engineer objectives, procedures and requirements to ensure realistic engineer play.

(3) Provides detailed theater level engineer input for STARTEX books and appropriate starting situations.

(4) Plans and coordinates theater level engineer MSEL input.

k. The ACoS, Engineer, USFK--

(1) Provides staff supervision and/or engineer technical support for exercise related construction.

(2) Provides staff supervision and technical support for exercise related real estate requirements that the CJ3 has approved.

(3) Coordinates and provides technical assistance concerning civil engineer wartime host nation support.

NOTE: Generally, the CFC Engineer is responsible for engineer issues and tasks associated with combatant commands, including deployed forces; while the USFK Engineer is responsible for issues and tasks associated with U.S. service components and U.S. forces prior to chop to combatant commands.

l. The CFC/USFK Public Affairs Office (PAO)--

(1) Develops, coordinates and publishes PA policy and guidance for each exercise. Furnishes this guidance to CJ3 Exercise Division for approval before submission to USPACOM.

(2) Ensures PA policy is coordinated with U.S. Department of Defense/Department of State and ROK agencies and that approved guidance is disseminated.

(3) Coordinates the visit of all media personnel, provides exercise media releases and supervises overall PA media coverage of the exercise.

(4) Establishes and operates the Combined/Joint Media Operations Center, as necessary. Plans for and identifies location and requirements to the Exercise Division Project Office.

m. The Secretary Combined Joint Staff (SCJS)--

(1) Coordinates with Adjutant General Division (ROK) to provide appropriate protocol training for CJVB escorts and drivers of distinguished visitors (DVs).

(2) Coordinates schedules and transportation support for DVs with the CJVB and Adjutant General Division (ROK).

(3) Extends invitations to all DVs and command guests in coordination with Adjutant General Division (ROK).

(4) Coordinates, in conjunction with Adjutant General Division (ROK), arrival/departure dates and itineraries of DVs prior to the formation of the CJVB.

(5) Conducts DV site coordination.

(6) Establishes the CJVB for each exercise.

(7) Manages all cellular telephones used to support DVs and the CJVB.

(8) Coordinates the announcement message, invitations, and seating for the SLS.

(9) Coordinates the announcement message, invitations, and seating for the CINC's formal facilitated AAR(s).

(10) Coordinates Yongsan specific transportation to AAR/meeting overflow locations (i.e. between CC Seoul and CBSC).

n. The Judge Advocate (JA)--

(1) Provides legal guidance as required for the conduct of joint/combined exercises.

(2) In coordination with C3 Exercise Division, ensures that realistic problem solving requirements involving the law of armed conflict are integrated in consonance with the Law of War Program.

(3) Provides assistance to FKJ3-ED in reviewing the OMOA and SRMOA, an ordering document.

(4) Provides rules of engagement scenario input.

o. The CFC HQ Commandant--

(1) Coordinates and provides billeting and messing for ROK military augmentees.

(2) Coordinates transportation for ROK exercise participants.

(3) Provides required area support teams for the requirements of ROK participants.

(4) Provides billeting and messing for ROK Liaison Officers.

(5) Provides overall responsibility for coordinating and providing transportation, messing and other life support-related support for exercise activities at CP TANGO. Funding requirements must be forwarded to the Exercise Division Project Office.

p. The USFK Provost Marshal (FKPM)--

(1) Develops USFK law enforcement, physical security, and customs objectives, procedures and requirements to ensure realistic PM exercise play.

(2) Develops U.S. captured EPW portion objectives, procedures and requirements to ensure realistic PM exercise play.

(3) Monitors and reports exercise related incidents within the definition of Serious Incident Reports.

(4) Provides staff supervision and/or technical support to plan development prior to USFK tasking for law enforcement assets.

(5) Maintains liaison with ROKA military police and ROK Government civilian police agencies to facilitate exercise related assistance.

3-6. CFC COMPONENTS.

a. Participate per the Exercise Directive.

b. Plan, execute and evaluate component and/or command participation in each exercise IAW the Exercise Directive.

c. Provide exercise augmentees as validated by CofS, CFC.

d. Provide required gaming cells (personnel, equipment and supplies) to interface with simulation models and appropriate "player" HQ.

e. Provide real world health service support to all exercise participants.

f. Coordinate and provide work space access, messing, transportation and billeting facilities for exercise participants, to include liaison teams, observers, visitors and other exercise specific personnel.

3-7. USFK COMPONENTS AND MSCS.

a. All--

(1) Participate per the Exercise Directive.

(2) Plan, execute and evaluate component and/or command participation in each exercise IAW the Exercise Directive.

(3) Provide exercise augmentees as validated by the CofS, USFK.

(4) Provide required gaming cells (personnel, equipment and supplies) to interface with simulation models and appropriate "player" HQ.

(5) Verify accuracy of exercise TPFDD units and work required changes, within prescribed timelines, through service channels keeping the USFK J5 informed.

(6) Coordinate and provide staff supervision and guidance concerning supply and equipment support.

(7) Manage war reserve stocks, loans and/or utilization program.

b. The EUSA--

(1) Plans, coordinates and operates local welcome/departure centers as directed. Provides in/out processing, orientation and local and long haul transportation (to include airport pick-up and drop-off) and sustainment of USFK/EUSA augmentees and deployed unit exercise participants.

(2) Provides billeting, messing and transportation support for all USFK/EUSA augmentation and deployed unit exercise participants on U.S. Army bases in Korea and other locations as directed. Provides ground transportation and billeting support at life support areas.

(3) Provides logistics support and personal baggage storage IAW exercise support plans.

(4) Develops a support plan to accomplish 19th TSC exercise related support.

(5) Establishes the Arrival/Departure Airfield Control Group (A/DACG) at Osan AB, and other Aerial Ports of Debarkation/Embarkation (APOD/APOE), to support exercise participants as directed. At Osan, the A/DACG is considered a part of the JRC and is managed by the JRC OIC. Close coordination with 7th Air Force Exercise Plans (607 CPS/DOE), 51st FW and 631st AMSS is crucial.

(6) Ensures the Area Support Group responsible for each Life Support Area appoints a "Mayor" IAW the Exercise Directive. This will ensure that life support conditions are maintained and overall logistics and administration for exercise participants are managed.

(7) Submit consolidated support budget requirements to the CJ3 Exercise Division Project Office with sufficient detail to develop appropriate U.S.-ROK exercise expense sharing arrangements.

(8) Provides dedicated aviation support to three separate functions: exercise control (movement of controllers); the AAR process (movement of observers); and the CJVB (movement of visitors), as directed.

(9) Provides personnel and support to operate the CJVB under C1 supervision, per the Exercise Directive.

(10) Provides and supports the OPFOR staff, per the Exercise Directive.

(11) Coordinates with the 19th TSC for operational support of the Camp Casey Simulation Center, per the Exercise Directive.

(12) Provides dining facility services to all U.S. and ROK OPFOR personnel assigned to Camp Casey during training and execution of exercises, on a reimbursable basis.

(13) Provides access control to the simulation center and the OPFOR Command Post and periodic roving patrols in appropriate areas.

(14) Submits daily reports of arriving personnel to USFK J1.

(15) Assists arriving exercise participants in making contact with the JRC reception team at Kimpo. This includes assisting those participants who arrive before the JRC reception team is established with transportation to the life support area on Yongsan.

(16) Provides access control and security for gaming centers at Yongsan, Suwon AB and other sites as required.

(17) Processes, on a first priority basis, requests for local purchase, lease, or contractual services supporting an exercise.

(18) Provides priority training for exercise contracting officer's representative, as required.

(19) Provides check cashing and won exchange services for exercise participants.

(20) Provides the executive agent for leasing and contracting support for transportation movements within Korea when organic capabilities are exceeded.

(21) Develops the concept and provides staff supervision of billeting requirements for all U.S. exercise participants.

(22) Monitors full food services and furniture support at all player and gaming/simulation sites where U.S. personnel are participating.

(23) Installs, operates, and maintains C4ISR support to controller, gamer, and player organizations as directed by the USFK J6 and Annex K of the Exercise Directive.

(24) Coordinates Joint Life Support.

(25) Submits ground component exercise lessons learned to the CFC (see Chapter 7 and Appendix D).

c. The 7th Air Force--

(1) In coordination with the 19th TSC, provides a support element to help plan and support exercise elements at Suwon AB, when activated.

(2) Coordinates and provides airlift arrival/departure information to USFK personnel reception agents and transportation agents at USFK J4 and the 25th Transportation Battalion.

(3) Establishes separate financial account for Suwon operations and provides final report to the CJ3 Exercise Division Project Office.

(4) Provides in/out processing, orientation, and local transportation and sustainment of USFK and Air Component Command/7AF augmentees and deployed unit exercise participants billeted on U.S. Air Bases in Korea. Develops other billeting support plans as required.

(5) Coordinates Airspace and Airfield access as required for each exercise.

d. The USNFK--

(1) Coordinates for a Tanker Airlift Control Element (TALCE) at Kimhae AB as required to support Navy units arriving at that location.

(2) Supplies reception personnel at Kimhae Airport as required.

(3) Operates a Component Welcome Center as directed.

(4) Provides in/out processing, orientation, local transportation, and billeting to exercise personnel on Navy bases.

(5) Submits airlift arrival and departure information daily to the USFK J1.

e. The USMARFORK--

(1) Coordinates for a TALCE at Pohang as required to support Marine and Navy units arriving at that location.

(2) Operates a Component Welcome Center as directed.

(3) Provides in/out processing, orientation, local transportation, and billeting to exercise personnel on Marine bases.

(4) Submits airlift arrival and departure information daily to the USFK J1.

f. Special Operations Command, Korea (SOCKOR)--

(1) Plans and coordinates U.S. Special Operations Forces (SOF) participation and support requirements.

(2) Submits arrival and departure information daily to the USFK J1.

g. The 501st Military Intelligence Brigade--

(1) Provides intelligence support to player organizations IAW exercise documents.

(2) Provides exercise support as directed by USFK J2.

CHAPTER 4

EXERCISE PLANNING

4-1. GENERAL. The exercise planning stage is the first stage in the Joint Exercise Life Cycle. It includes both the IPC and MPC. In addition to identifying the exercise's training objectives, scenario, and concept of operations, key planning considerations during this stage are the exercise's augmentation and transportation requirements. Planning for the AAR also begins during this stage.

4-2. COMBINED EXERCISE PLANNING STAFF/JOINT EXERCISE PLANNING STAFF (CEPS/JEPS).

a. Definition. Because effective exercise design and successful execution depend on the close coordination and cooperation of functional area experts from the Combined and Joint staffs, the CJ3 Exercise Division will form a CEPS/JEPS for each exercise. The CEPS/JEPS is the backbone of the exercise planning community and meets before each major planning conference -- and additionally as required -- to ensure each staff responsibility is properly coordinated. Staff agencies will identify a representative to participate in the CEPS/JEPS for exercise issues and/or activities associated with their functional area. Planning for major exercises occurs concurrently and each exercise has a different focus. Therefore, when possible, staff agencies should designate a separate CEPS/JEPS representative for each exercise.

b. Responsibilities. The CFC theater-level exercises are designed to train personnel on combined and joint standing operating procedures (SOP), warfighting systems and processes. Since the Combined and Joint staffs are responsible for developing and managing these SOPs, warfighting systems and processes, CEPS/JEPS representatives must be able to contribute their staff agencies' functional knowledge and expertise to the entire exercise planning process. Each CEPS/JEPS representative also must be familiar with the contents of this regulation, especially the responsibilities outlined in Chapter 3.

4-3. CONCEPT DEVELOPMENT. The first step in exercise planning is concept development. During this early stage of exercise planning, planners must maintain close coordination with USPACOM and ROK JCS to ensure that the concept that is developed is based on a realistic assessment of the availability of forces, funds and strategic deployment assets. Planners also must remain cognizant of the exercise imperatives listed in Chapter 2. IAW U.S. joint training doctrine, concept development consists of the following tasks:

a. Refine Training Objectives and Model. The CINC's training objectives set the stage for subsequent exercise design. These are based on his joint METL, the combined tasks he must be able to execute, and upon specific guidance issued for the exercise. Training objectives also may be developed from warfighting issues raised in previous JULLS submissions, from CINC Commanders' Conferences, or from new developments in theater operations plans or systems. In order to meet the CINC's training objectives, planners must select the model or exercise type (CAX, FTX, CPX, etc.) that best creates the conditions to test these objectives.

b. Establish Exercise Objectives. Synchronized with training objectives, exercise objectives are specific statements of purpose, guidance, and/or direction for a training event. Testing a new C4ISR architecture is an example of an exercise objective.

c. Prepare Drafts, Plans, and Outlines. Key among these are the Outline Exercise Directive and the TPFDD LOI. The Outline Exercise Directive identifies the contents of the basic plan and the annexes to be included in the final product. It also lists the exercise's training objectives and associated training activities such as seminars, mini exercise (MINIEX) training, etc. The TPFDD LOI provides units the necessary guidance to do initial transportation planning. Both documents will be completed during the planning stage.

d. Prepare the Scenario and Road to War. These must be prepared for both friendly forces and OPFOR. The scenario provides the current and historical overview of the political, military, social, and economic situation. The road to war is a chronology of specific events leading up to the current situation or crisis.

e. Prepare Opposition Campaign Plan and Friendly Forces Plans and Directives. These include such documents as warning, planning, and alert orders, evaluation requests, and commanders estimates. They should be based on stated training objectives, incorporate the scenario and road to war, and be designed with enough specificity and with the appropriate information to enable the training audience to develop its own plans and accomplish its specified tasks.

f. Initial Concept Briefing. For CFC and USFK exercises, exercise planners will provide an initial concept briefing that consists of the exercise objectives, dates, participants and scenario. Other known factors also may be included. This briefing will be coordinated with the CFC and USFK staffs and then sequentially presented for approval to the CFC ACofS for Operations; Deputy CofS, CFC; CofS, CFC; Deputy CINC, CFC; and CINC, CFC. The CINC should approve the concept before the exercise's IPC.

4-4. AUGMENTATION PLANNING. Transitioning from the day-to-day manning levels of the CFC and USFK HQ and Components' HQ Staffs to a 24 hour-a-day simulated wartime environment requires augmentation in many different functional areas. An even greater demand for augmentation comes from the requirements to create an exercise control organization and superimpose an observation and evaluation system for AARs. Augmentation requirements usually involve sourcing from both the active and reserve components of each service and can include junior enlisted personnel to general officers. Although every attempt is made to source these individuals from in-country, many exercises quickly exceed this capability and requests must be forwarded to other commands. This process crosses several command channels and requires careful advance planning to ensure the augmentee receives meaningful training and performs the right task to achieve exercise objectives.

a. Determining requirements. After the exercise concept, objectives and dates have been determined, the USFK J1 will request all HQ, units, and agencies submit augmentation requirements for consolidation. Consolidated requirements will be submitted to CJ3 Exercise Division for validation. All requesters must ensure that requests are for only those requirements

absolutely critical to mission success. Requests for augmentees to fill unit manning document shortfalls are not authorized. Use the Joint Table of Mobilization Distribution as the baseline for filling combined and joint requirements and request assigned IMA and/or selected reservists to the maximum extent possible. This process is normally accomplished in conjunction with the IPC. Augmentee requests will be completed IAW the format provided in Appendix B.

b. Validating requirements. Once consolidated, the CJ3 Exercise Division will coordinate these requirements with USFK service components as part of the validation process. This process begins at the IPC and should be completed before the MPC. The CofS, USFK, will approve this validated augmentation requirement.

c. Sourcing requirements. Once validated, the USFK ACoS, J1 will source the approved requirements. This is normally accomplished by determining the best unit source and preparing the appropriate augmentation requests. Normally in-country resources will be used to the maximum extent possible without impacting the exercise training audience. Out-of-country sources require substantial lead times and must be factored into the airlift requirements. Ample time must be built into the process to allow the requests to move through several different sourcing commands for active duty, reserve, IMA and/or selected reserve personnel. In the case of U.S. Air Force augmentees, 7th Air Force does not have the authority to task off-peninsula units; HQ PACAF will accomplish 7th Air Force augmentation sourcing.

(1) In-country sourcing. This process formally begins after the requirements are validated, normally 180 days before STARTEX.

(a) The EUSA. Most Army augmentation requirements will be sourced from EUSA. Taskings will be from USFK, J1 to EUSA.

(b) The 7th Air Force (7AF). The USFK J1 forwards a validated Deployment Manning Document (DMD) to USPACOM that will in turn forward it to PACAF. PACAF sources this validated DMD and sends shortfalls to 7th Air Force.

(c) The USNFK. The USFK J1 normally does not involve USNFK in the sourcing process due to its limited personnel strength.

(d) The USMARFORK. The USFK J1 normally does not involve USMARFORK in the sourcing process due to its limited personnel strength.

(e) The SOCKOR. The USFK J1 normally does not involve SOCKOR in the sourcing process due to its limited personnel strength.

(2) The PACOM sourcing. Requirements that cannot be filled by in-country resources will be forwarded to PACOM J1 who will, in-turn, task respective PACOM components.

(3) The CONUS sourcing. Requirements which cannot be sourced by the PACOM components -- usually Air Force, Army and/or SOF requirements -- are forwarded by PACOM, J1 to appropriate service HQ for CONUS sourcing. The PACOM service components will send

"back channel" requirements to their respective CONUS sourcing HQ. This CONUS sourcing request should occur with a 120-day lead time. The PACOM J1, USFK J1, and USFK service components retain visibility over this process.

(4) Reserve Component Sourcing. Augmentation requirements may be sourced from each service's active or reserve component. This includes the Individual Ready Reserve (IRR) and IMA programs. Most exercises include deployments of U.S. Army soldiers in the Overseas Deployment for Training (ODT) program. These ODT soldiers, although considered augmentees, are normally deployed for unit training purposes and do not fill individual augmentation requirements. The use of reserve component personnel requires prior planning and programming with the appropriate HQ to ensure adequate funding and mandays are available. This must be accomplished at least a year in advance, well before specific exercise planning begins.

d. Augmentee transportation. Sourcing commands are responsible for preparing the JOPES TPFDD for JCS strategic airlift support for the deployment and redeployment for each of their personnel. The TPFDD information should include the appropriate in-country sponsor's name and phone number. Required arrival dates must account for applicable pre-exercise training requirements. See paragraph 4-5b for more information on TPFDD development.

e. Sponsor responsibilities. Each augmentee request must identify a sponsor who is responsible for the individual's in-country support. This support includes, as a minimum, meeting and pick-up at the welcome center, orientation training, security access, billeting, messing and transportation. Sponsors must ensure the augmentee receives quality support, training, and if required, an end of tour performance report. Sponsors are also responsible for coordinating with the JRC center to assist the augmentee with redeployment.

4-5. DEPLOYMENT AND REDEPLOYMENT PLANNING.

a. DPET. Effective and efficient deployment and RSOI of augmenting U.S. forces are fundamental to the defense of the ROK. The CFC and USFK exercises provide valuable training opportunities for agencies and staffs responsible for planning operations to implement the RSOI of participating units. When possible, the planning and execution of an exercise deployment will be conducted by those responsible for crisis-related deployments. Although planning usually can be accomplished during normal day-to-day activities, execution normally requires a special command and control element to monitor, track and coordinate supporting operations. This element is called the DPET, and as part of exercise control, is responsible for planning and executing the exercise deployment/reception and redeployment. This responsibility is separate from those of the Strategic Deployment Management Team which, as an exercise player, focuses on the exercise scenario's simulated OPLAN requirements. However, the same individuals may perform functions on both teams.

(1) Membership and responsibilities. The DPET functions require the staff's expertise for exercise deployment/redeployment planning and execution, including RSOI activities. Appendix C outlines specific staff membership, requirements and responsibilities.

(2) Operations. The DPET will form at the times and locations directed by the J3 Exercise Division and/or the DPET Chief. During the planning phase, this is usually accomplished during exercise planning conferences where participants and support requirements are established and coordinated. For execution, the frequency will increase as required to monitor and coordinate deployment, RSOI and redeployment operations. Appropriate phone/fax numbers will be published at exercise planning conferences and in the Exercise Directive.

b. TPFDD Development. Most exercises involve U.S. forces that deploy to Korea via strategic airlift and/or sealift. These movements are planned IAW JOPES using the GCCS.

(1) Initial requirements development. The initial baseline for units participating in an exercise is established in the U.S. JCS Joint Training Master Plan. This initial plan is refined during exercise planning conferences to best implement the CINC's specific training objectives and exercise scenario.

(2) Deploying forces and augmentees for an exercise are built into a TPFDD product. The TPFDD is centrally managed by PACOM/J3/5 as the provider of strategic lift resources and monitored by USFK J3.

(a) Deploying units. Force providers will build and load their forces' required information in the exercise TPFDD. These are normally the PACOM and Automated Centralized Operations and Maintenance Center service components.

(b) Augmentees. Each exercise drives requirements for individual augmentees to perform various missions. These may be from the active or reserve component. The individual augmentee requirements, to include USFK/CFC sequence number, are compiled by USFK J1 for inclusion in the TPFDD. The sourcing command will complete the TPFDD with the appropriate source information.

(3) The USFK J3 Exercise Division monitors the TPFDD build. The Exercise Division will coordinate with PACOM/J3/5 to ensure that strategic lift allocations are not exceeded and that the exercise TPFDD is validated and forwarded to USTRANSCOM for scheduling.

(4) These same responsibilities apply to redeployment planning.

c. Logistics Support. The ROK and USFK service components are responsible for establishing and funding the logistical support required to sustain their participation in CFC and USFK exercises. This includes billeting, messing, transportation, communication, simulation, facility maintenance, and other necessary support activities. Annex D of the Exercise Directive provides more detailed guidance on logistics support for deployment and redeployment.

4-6. INITIAL PLANNING CONFERENCE (IPC).

a. The IPC sets the stage for a successful exercise. Usually conducted nine to ten months prior to STARTEX, the IPC includes representatives from the CFC and USFK staffs, CFC and

USFK components, major participating units, off-peninsula force providers and other organizations supporting and/or participating in the exercise. Representatives from the USPACOM, USTRANSCOM and the ROK JCS also will attend.

b. The IPC normally consists of three major parts. The first day is a series of briefings on the exercise concept and initial planning requirements of CFC/USFK and its components. This is followed by several days of functional area workshops where detailed planning and coordination are accomplished. Finally, a backbrief by each of the functional area workshop chairmen is presented on the last day when future planning requirements and milestones are established.

c. Each exercise has its own unique functional area workshop requirements; however, the following are normally included:

(1) The U.S. and ROK augmentees. Two major objectives of the IPC are to identify all augmentation requirements and build initial augmentation databases. The respective U.S. services will use this to validate and source with in-country resources prior to the MPC when the remaining requirements will be incorporated in the TPFDD for off-peninsula sourcing.

(a) This process includes determining requirements and potential sources for individuals required to stand up full battle staffs; provide exercise control, observation and evaluation; provide logistic support to exercise participants; establish a CJVB; operate the OPFOR; and meet any other exercise unique manpower requirements.

(b) Augmentees who fill validated wartime positions, i.e. battle staffs, are part of the primary training audience and are called "players". Augmentees who work in the simulation centers operating the simulation models are called "gamers". Other augmentees fill roles as "controllers" and "observers" and they perform control and observation/evaluation functions, respectively. Additional "support" augmentees are required to provide logistics, OPFOR, DV, and other exercise related support.

(2) Intelligence scenario. Develop a realistic STARTEX contingency and/or crisis situation and potential follow-on intelligence play during the exercise. This builds upon the scenario and road to war developed earlier during concept development.

(3) Logistics. Develop the initial plans and responsibilities for providing transportation, billeting and messing for exercise participants.

(4) The RSOI. Develop the initial plans and responsibilities for the airport reception, transportation, in-processing (JRCs and component welcome centers), and transfer to final exercise location for incoming units and individual augmentees.

(5) Simulation. Coordinate the details of simulation support including database build requirements, gamer and player requirements and locations, and technical support and communications requirements.

(6) Communications. Identify the C4ISR requirements and develop the draft C4ISR network architecture to support the CINC's exercise information exchange requirements. The networks developed during the IPC include, but are not limited to: GCCS, GCCS-K, TSVS, SIPRNET/SWAN-K, TBMCS, PASS-K, TRI-Service Tactical Communications Systems, Ground Mobile Forces, AUTODIN/Defense Message System architecture and associated Combined/Joint Single Channel Radio networks.

(7) Strategic lift. Establish the initial requirements for deploying off-peninsula exercise participants.

d. The CJ3 Exercise Division will publish an IPC Summary Message following the conference documenting the known exercise details and issues along with the appropriate responsible staff and/or unit. This message provides the road map for working exercise issues between the IPC and the MPC.

4-7. EXERCISE DIRECTIVE. The Exercise Directive is a key product of the Planning Stage. It codifies all of the planning and coordination to date and provides specific guidance to all participants on the conduct of the exercise. Development of the Exercise Directive begins after the IPC and continues through the MPC, after which it is submitted for final approval. For information regarding the development, content, and format of the Exercise Directive, see Chapter 8 and Appendix E.

4-8. MASTER SCENARIO EVENTS LIST (MSEL) DEVELOPMENT. The MSEL is an exercise control document that includes the "implementers" designed to ensure planned exercise events happen. These planned events ensure that the exercise's training objectives are met. Examples of implementers include a message, a document, a scripted phone call, a scripted face-to-face encounter, or any other tool designed to elicit an action or response by a player or participating unit. The exercise planning staff will develop and compile these implementers, along with their associated planned exercise events, and publish the MSEL. The exercise control staff uses the MSEL as a guide to assist them in introducing the implementers at the appropriate time in the exercise, using the appropriate means. For large or complex exercises, the exercise planning staff may decide to conduct an implementer conference before the Final Planning Conference (FPC).

4-9. AFTER-ACTION REVIEW (AAR) PLANNING.

a. General. Exercise planners will draft the AAR Concept of Operations based on the scope of the exercise and the resources required to support it. Key criteria are the exercise objectives, training objectives, training audience, training method (CAX, FTX, etc.), duration of the event, geographic distribution of the event, available personnel, and number and type (formal or informal) of Facilitated AAR requested. This AAR Concept of Operations will be included in the Exercise Directive.

b. Key Actions. AAR planning includes the following key actions:

(1) Analyze command documents, JMETL, and doctrine.

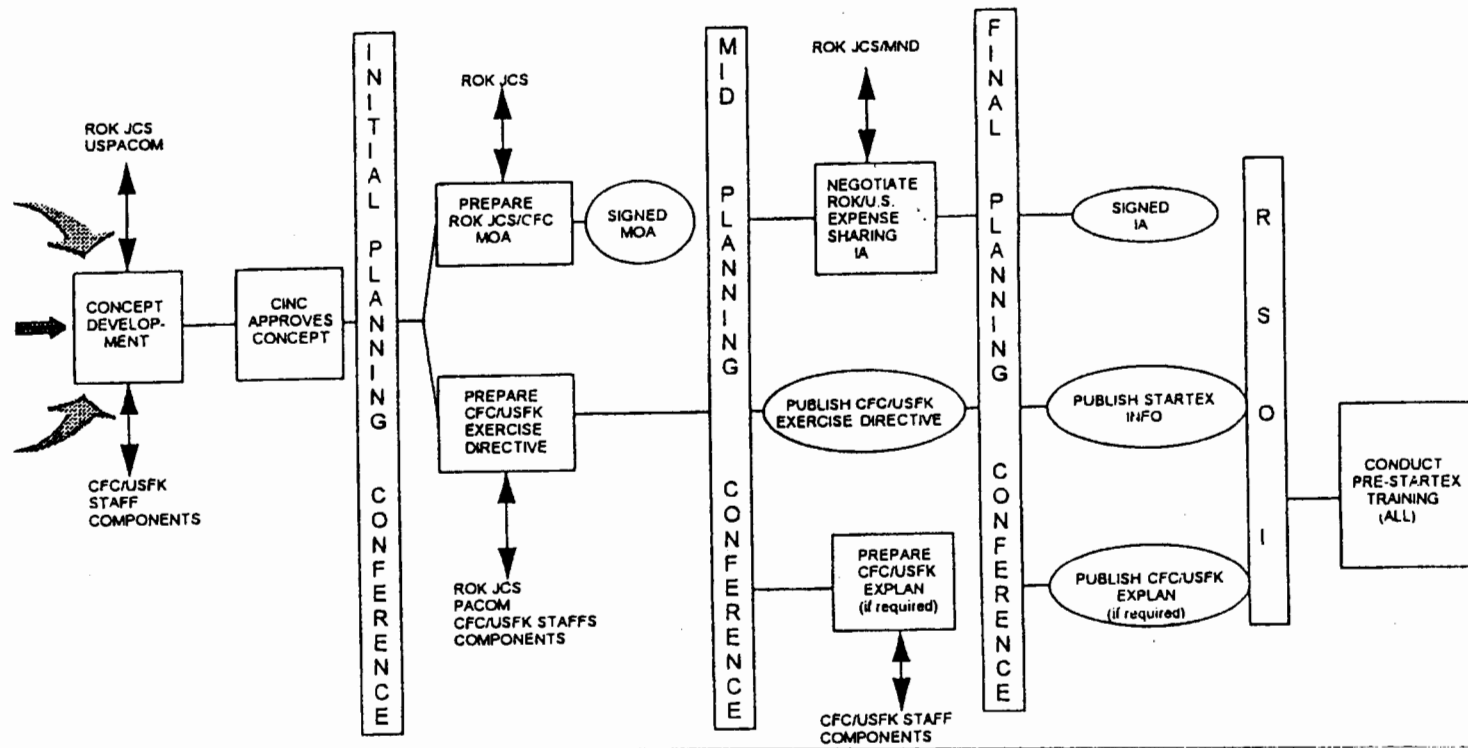
- (2) Collect the draft Exercise Directive, SOPs, and operations orders.
- (3) Identify AAR observer requirements and physical, augmentation, communications, and administrative support requirements.
- (4) Develop preliminary training requirements for observers and augmentees.
- (5) Conduct a decision brief for the CINC on the AAR Concept of Operations (may be held in conjunction with the MPC commander's brief).

4-10. MID-PLANNING CONFERENCE (MPC). The MPC, normally conducted six to seven months prior to STARTEX, is the forum in which to make mid-course corrections and further coordinate exercise planning requirements. By this time, the draft Exercise Directive will be in final coordination and specific exercise details can be discussed. The MPC is the final step in the Planning Stage and begins the transition to the Exercise Preparation Stage.

- a. The CJ3 Exercise Division will provide the latest information on the exercise scenario and concept of operations. Key functional managers will brief the status of their preparations. This will be followed by a series of workshops and backbriefs similar to those of the IPC.
- b. By the close of the MPC, exercise objectives, operational and intelligence scenarios, STARTEX assumptions, and number of exercise participants should be established. Requirements for beddown locations, logistical support, the C4ISR network architecture, simulation, airlift, command and control, and funding also should be near final resolution.
- c. The U.S. service components will have validated augmentation requirements and, through USFK J1, determined those that can be sourced from on-peninsula. Following the MPC, USFK J1 will forward all off-peninsula requirements to USPACOM for theater component tasking.
- d. The CJ3 Exercise Division will publish a MPC Summary Message detailing the progress of exercise planning and those issues (and responsible agencies) still requiring further development and coordination.

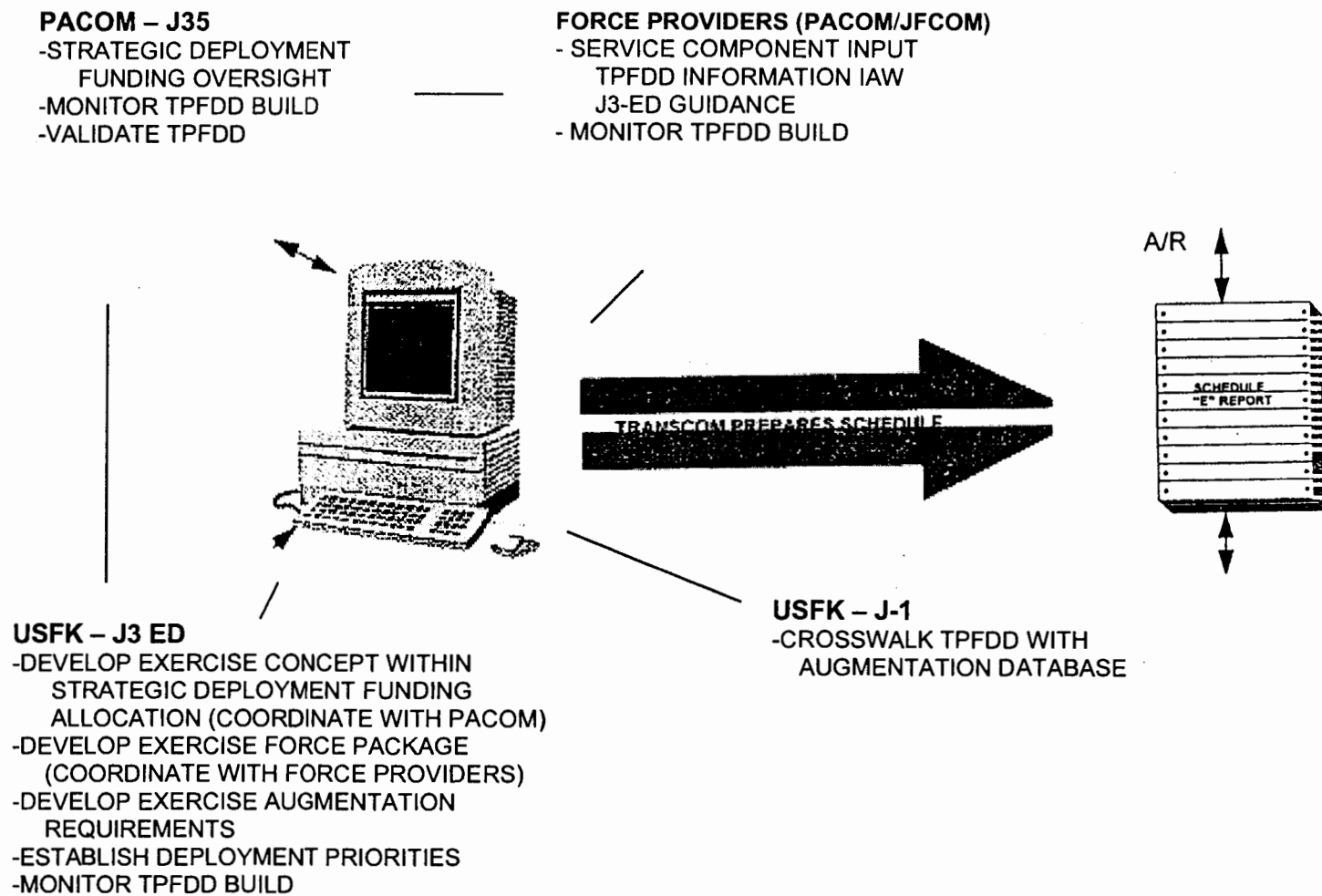
Figure 4-1. Exercise Planning and Preparation.

4-9



COMMUNICATE --- COORDINATE --- COOPERATE

Figure 4-2. TPFDD Development
4-10



NOTE: REDEPLOYMENT TPFDD PLANNED CONCURRENTLY USING THE SAME PROCESS

CFC/USFK Reg 350-1

<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
Develop Concept for Approval	CJ3	S-270
Conduct IPC	CJ3	S-260
Develop Augmentee Requirements	CJ3/Participants	S-200
Conduct MPC	CJ3	S-185
Source Augmentee Requirements	CJ1/Components	S-120
Conclude Operational MOA	CJ3	NLT S-120
Conduct FPC	CJ3	S-100
Validate Sealift Deployment TPFDD	Service Components/J3	T-120
Submit SMEB to USPACOM	J3	S-100
Validate Airlift Deployment TPFDD	Service Components/J3	T-90
Publish Exercise Directive	CJ3	S-90
Submit C4ISR Requirements to USFK J6 Ops	Staff/Components	NLT MPC
Publish EXPLAN (if required)	CJ3	S-60
Conduct IPRs	CJ3	S-100/30/10
Conclude SRMOA	CJ3	S-60
Publish STARTEX Book (if required)	CJ3	S-60
Validate Sealift Redeployment TPFDD	Service Components/J3	T-120
Validate Airlift Redeployment TPFDD	Service Components/J3	T-90
Conclude Pre-Exercise Training	CJ3	S-10
Submit JULLS Inputs	All	E+25
Convene AAR Board	CJ3	E+35
Publish JULLS Report	CJ3	E+90

* TIMING: S = STARTEX, E = ENDEX, T = the first day of the calendar month in which deployment or redeployment begins (i.e. if deployment begins on 21 March, T-Day would be 1 March). **NOTE:** T-Dates will usually be different for deployment and redeployment.

Figure 4-3. Exercise Planning Milestones.

CHAPTER 5

EXERCISE PREPARATION

5-1. GENERAL. The Exercise Preparation Stage is the second stage in the Joint Exercise Life Cycle. In this stage the approved Exercise Directive and supporting plans are distributed, pre-exercise seminars are developed and conducted, the database is finalized and tested (CAX only), and the TPFDD is validated. The key event of the Preparation Stage is the FPC where the full Exercise Directive and AAR Collection Management Plan are briefed.

5-2. SEMINARS AND IN-PROGRESS REVIEWS (IPRs). During Exercise Preparation, the planning staff may elect to conduct seminars and/or IPRs for the Commander and exercise participants.

a. Seminars provide pre-exercise doctrine training for participants and serve as a forum in which the CINC can communicate additional guidance or his intent to the staff. Seminars also allow participants to wargame courses of action, identify staff strengths and weaknesses, and receive remedial training as required before STARTEX. Seminars may include individual joint training as well.

b. IPRs are hosted by the CJ3 Exercise Division and consist of a series of functional area and/or issue briefings by the functional area experts on the status of exercise preparations. The CJ3 Exercise Division will determine the number and timing of these IPRs.

5-3. TRAINING AID TESTS. Controllers will conduct computer database tests for all computer-assisted exercises. These tests are designed to validate changes made during the planning process, verify model functionality, ensure connectivity, identify fixes and workarounds, refine controller procedures, conduct controller training, and provide a dress rehearsal. The final database should include all friendly and enemy forces arrayed in their STARTEX locations.

5-4. AAR COLLECTION MANAGEMENT PLAN.

a. General. Upon approval of the AAR Concept of Operations, developed during the Planning Stage, the CBSC will prepare the AAR Collection Management Plan. This plan is exercise-specific and addresses each training objective in task, conditions, and standard format. The tasks are UJTL tasks, the conditions are unique to the event, and the standards are based on command specific standards. It may be included as an appendix in the Exercise Directive.

b. Purpose. The Collection Management Plan serves the following purposes:

- (1) Focuses observer training.
- (2) Provides a basis for comparing SOPs, joint doctrine, war plans, and operations orders.

(3) Provides a framework for organizing and directing the collection of both simulation generated and observer collected data.

(4) Serves as the basis for the Facilitated AARs and AAR Commanders Summary Report.

c. Preparation. For additional guidance on preparing the exercise Collection Management Plan, refer to CJCSM 3500.03, Joint Training Manual, Appendix K.

5-5. FINAL PLANNING CONFERENCE (FPC).

a. The FPC is the final opportunity for the exercise planning community to coordinate any last minute developments and review the status of preparations. Held three to four months before STARTEX, the FPC is the forum in which milestones receive a final review and update, operations orders and plans are distributed, gamer augmentees and AAR observer manning is completed, and the AAR Collection Management Plan is approved. Key actions are TPFDD validation and MSEL review.

b. The CJ3 Exercise Division will brief the operational overview of the exercise; functional area and component representatives will brief their supporting plans. The FPC workshops will finalize execution details. As the last opportunity to share and discuss exercise information and resolve issues as a complete planning staff, the FPC should be conducted before final transportation requirements are validated to USTRANSCOM for transportation scheduling.

c. The CJ3 Exercise Division will publish a FPC Summary Message at the conclusion of the conference.

CHAPTER 6

EXERCISE EXECUTION

6-1. GENERAL. The Exercise Execution Stage is the third stage in the Joint Exercise Life Cycle. It begins with deployment to the exercise area and concludes with the final AAR and redeployment.

6-2. DEPLOYMENT EXECUTION (U.S. Only). Deploying exercise participants require well-coordinated support throughout a complex process to ensure they arrive at their designated exercise locations ready for training. This process begins with arrival in Korea and continues with RSOI activities (the process, not the exercise by that name) ending when the participant has settled in a Life Support Area and has effected a link-up with his or her sponsor. The DPET is responsible for coordinating this process. The support structure for this process consists of the JRCs and Component Welcome Centers. Operated by the USFK J1, the JRCs are set up in locations as directed. They are used to process all service component personnel coming into these locations. Component Welcome Centers are used at other initial entry locations to process service personnel arriving at those locations.

a. Strategic deployment. The USTRANSCOM will publish the scheduled flow of forces to Korea. The DPET's J4 representative will collect additional details about unit and augmentee arrivals to provide a coordinated reception at the appropriate APODs and SPODs. The Exercise Directive will specify responsibilities for operating each welcome center.

b. The RSOI Process. Each service component will plan, execute, and report the RSOI activities of its deploying units and augmentees. The Exercise Directive will provide additional guidance on common user support activities. Various stages of RSOI may be conducted simultaneously or in a different order depending on exercise beddown design.

(1) Reception. This process occurs upon arrival in Korea at an APOD or SPOD. The Yongsan JRC will post reception teams at Kimpo International Airport to collect arriving exercise participants and coordinate their transportation to the Yongsan JRC. Component Welcome Centers will provide reception teams at the Taegu and Kimhae Airports as required. The Osan JRC will operate an A/DACG which will meet arriving aircraft, off-load passengers and equipment, and transport personnel to the Osan JRC for processing. Service components will coordinate for a Tanker Airlift Control Element (TALCE) or A/DACG at other bases used to receive units and equipment coming into Korea.

(2) Staging. Each participant will inprocess for accountability and staging purposes at the exercise JRC or Component Welcome Center where final billeting, messing, transportation, and administrative arrangements will be addressed. In addition, personnel will receive a theater orientation and briefings on force protection and exercise participation. JRC personnel will maintain accountability of all participants and provide assistance with sponsor link-up.

(3) Onward movement. The JRCs will coordinate transportation to participants' Life Support Areas. The number of personnel requiring transportation and the distances involved

will determine which organization will provide this support. The 25th Transportation Battalion provides long-haul transportation for equipment and groups of ten or more personnel. It also provides bus tickets for MWR buses that can fulfill the requirement. The Commercial Ticket Office provides train tickets as required. Local ASGs provide local transportation.

(4) Integration. Unit integration occurs when the unit reaches its exercise play location and is normally facilitated by the unit's advance party. Individual augmentee integration occurs when the individual links up with his sponsor. These actions normally occur at the local JRC or Component Welcome Center. The Life Support Area supporting the exercise in each location will provide logistical support for its tenant exercise participants. The Mayor at each Life Support Area will present a local orientation briefing to incoming exercise participants.

6-3. PRE-EXERCISE TRAINING. Prior to STARTEX, selected exercise participants may require a theater indoctrination and training on their assigned duties and responsibilities. Exercise observers, controllers, and subject matter experts supporting the AAR will attend this pre-exercise training conducted by the CBSC or KASC, as appropriate. Other deploying exercise participants should receive initial training designed to enhance the exercise's training value; this is the sponsor's responsibility.

a. Specialized training. Several categories of augmentees require specialized training prior to assuming their assigned duties. The CBSC or KASC will conduct training for exercise gamers, controllers, observers, and battle summary and subject matter experts. The entire exercise support team must be informed on the road to war, scenario, exercise control plan, and the AAR Collection Management Plan. Other hosting organizations may develop appropriate orientations on Korea, CFC/USFK organization, OPLAN, threat, and other topics to enhance the training derived from the exercise.

b. Overview briefings. To obtain maximum training effectiveness for exercise participants, some level of lead-in orientation training is required. The purpose is to bring everyone's mind into the game's situation and avoid startup confusion. This may take the form of individual review of STARTEX documents or formal briefings to the CINC and all senior commanders. Whenever practical, an exercise overview and STARTEX conditions briefing should be presented before beginning actual exercise play.

6-4. PRE-STARTEX ACTIVITIES. The Exercise Director may elect to conduct any or all of the following activities before STARTEX:

a. MINIEX. The MINIEX provides a structured, controlled environment in which participants can practice exercise events and conduct additional cell, gamer, and controller training. Other benefits include validation of the MSEL, verification of shift change schedules, and refinement of internal SOPs. All participants should take part.

b. Communications Exercise (COMMEX). The COMMEX ensures tactical, strategic, automation, and information equipment is operational; refines communications SOPs; and validates gamer and participant communications interfaces. It also allows units, operators and subscribers to verify their reporting procedures, validate phone directories, and validate communications requirements. All participants will take part.

c. **STARTEX Conference.** The STARTEX Conference is the final opportunity for the Commander and the CECS to review the status of any issue and serves as the forum in which to officially begin the exercise. After the STARTEX Conference, the Exercise Director will declare the MSEL and simulation begun.

6-5. EXERCISE CONTROL. Each exercise requires a control mechanism to ensure the scenario and exercise play portray a realistic training environment which achieves all training objectives. The exercise design will determine the scope of control and may include various forms of simulation and/or field training force-on-force control.

a. **Control plans.** Large theater level exercises require a dedicated, specially designed exercise control plan to coordinate the scenario, events, friendly and OPFOR actions, and other influencing activities that create and maintain a realistic warfighting environment in which the command can attain its training objectives. Each exercise's control plan will differ, but normally includes the control concept, organization, functions, responsibilities, and procedures. Simulation supported exercises may require a separate simulation control plan to provide control guidance to each simulation center and technical services support agency.

(1) **Master Scenario Events list (MSEL).** Exercise control mechanisms may include a MSEL. The MSEL items supply additional "sights and sounds" of the battlefield that simulation modeling cannot fully provide. Respective staff proponents develop and coordinate specific MSEL items prior to exercise play. The CJ3 Exercise Division will consolidate all MSEL items. During exercise play, a designated "MSEL cell" will control the insertion of each MSEL to drive desired player actions. For further information on MSEL development, see Chapter 4.

(2) **Scripting Cell.** An exercise may also incorporate a "scripting cell". Like the MSEL, scripting provides exercise controllers another means by which to insert the "sights and sounds" of the battlefield required to drive training objectives. Unlike the MSEL, however, scripting provides a more dynamic capability because the cell consists of several functional area experts who create the script as the scenario develops during exercise play. Special care must be taken to properly coordinate scripted events to ensure the players are continuously provided a realistic and challenging exercise scenario. Scripters must also pay close attention to the MSEL to ensure that scripted inputs do not conflict with MSEL inputs.

b. **The CECS.** For all exercises, a CECS will be established to provide exercise oversight and control capability for the designated Exercise Director. For small exercises, the CECS will be sufficient to monitor exercise activities and insert controller inputs. For larger exercises, especially those involving simulation, a multi-functional control infrastructure must be established to control all aspects of the exercise. These functions are heavily reliant on individual augmentation for exercise control architecture throughout the theater and will be tailored to each exercise's specific control requirements.

(1) **Selection.** Since there is not an established exercise control agency, CFC relies on augmentation from within the command and from off-peninsula to provide the personnel and functional area expertise required to control the exercise. The ACofS, C/J3, will approve the selection of the most critical controller assignments (i.e. Senior Controller). Other controller positions will be carefully screened by C1/J1 and C/J3 during the sourcing process to ensure

highly qualified individuals are assigned to key billets. Each staff section should ensure a highly qualified controller is representing their respective functional area to ensure realistic and meaningful exercise play. The Chief of CECS is normally the CJ3 Exercise Division Chief; Exercise Division assigned officers will normally perform CECS duties.

(2) Training. Prior to each exercise, the CBSC or KASC, as appropriate, will ensure controllers receive training on the OPLAN, exercise scenario, control mechanisms, controller responsibilities and other critical aspects required to control the exercise.

(3) Responsibilities. Controllers are selected for their proven functional area expertise and use of sound professional judgment. Controller responsibilities include the following:

- (a) Become familiar with player plans and operating procedures.
- (b) Remain "situation oriented" by closely following player actions, communications and future planning.
- (c) Maintain close liaison with other controllers and the senior controller to ensure a coordinated, realistic scenario is maintained.
- (d) Introduce and/or create situations through simulation, MSELs, scripting and/or other means to drive player actions.
- (e) When directed in the Control Plan, represent units and/or agencies not participating in the exercise to the player audience by providing appropriate information.
- (f) Continuously monitor the overall situation and implement appropriately coordinated controller action to ensure the exercise achieves all training objectives.

6-6. AARs. AARs are critical training events designed as learning sessions for the commander and the training audience. Their purpose is to enhance combat readiness and effectiveness through an assessment and feedback process -- not to find fault with any particular individual and/or agency. They capture positive training results and identify training deficiencies for correction. AARs may be either formal (Facilitated) or informal; CFC and USFK theater level exercises will include both.

a. Formal (Facilitated) AARs. The CINC in coordination with the Exercise Director will determine the number of formal AARs to be conducted during the course of the exercise. Typically, this will include a Mid and Final AAR. The AAR Collection Management Plan, prepared by the CBSC during Exercise Preparation (see Chapter 5), lays the foundation for the formal AARs presented to the CINC.

(1) Observers and Evaluators. The formal AARs depend on augmenting functional area experts to observe and evaluate exercise activities and to develop meaningful topics for discussion. The CBSC or KASC, as appropriate, will ensure that all augmentees participating as observers or evaluators receive the proper training in order to perform their duties. Observers and evaluators will report as directed in the AAR Collection Management Plan.

(2) Facilitator. The Facilitator is the senior officer responsible for the AAR operation and its products. He reports to, and is selected by, the Exercise Director and is a member of the CECS. He ensures that data is collected on every training objective and compared to its performance standard. He is responsible for meeting the requirements and following the procedures set forth in the Collection Management Plan.

b. Informal AARs. For CFC and USFK theater level exercises, the CJ3 Exercise Division will host an informal AAR after the formal, facilitated AAR. The informal AAR is designed to capture issues and lessons learned for subsequent staff action or referral to higher HQ. It takes the shape of the AAR Board and is described in greater detail in Chapter 7.

c. Additional AARs. Each participating command and staff agency is encouraged to conduct its own internal AAR process throughout the exercise. Organizational training objectives should drive internal AAR collection plans and discussions. At the conclusion of the exercise, it may be appropriate to conduct an immediate review of lessons learned and exercise-surfaced issues to ensure rapid documentation of perishable impressions and ideas.

6-7. REDEPLOYMENT (U.S. Only). Redeployment of off-peninsula exercise participants requires the same coordinated activities as does deployment. Initial redeployment planning is conducted during the exercise planning conferences in conjunction with the deployment TPFDD build. Participating units and augmentees will validate their required redeployment data during initial inprocessing at the exercise welcome centers. The DPET in coordination with the JRC will plan and coordinate redeployment operations. Redeployment information will be passed to exercise participants as soon as it becomes available. The USPACOM Air Movement Officer and the JRC will assist personnel having special requirements.

CHAPTER 7

POST-EXERCISE ACTIVITIES AND EVALUATION

7-1. GENERAL. A major part of every exercise is capturing issues and "lessons learned." As the final stage in the Joint Exercise Life Cycle, the Post-Exercise and Evaluation Stage is principally concerned with identifying and compiling these issues and lessons learned so that they may be shared with other commands and used internally to improve readiness and hone warfighting skills. For CFC and USFK, this stage includes the activities of the AAR Board and concludes with the submission of the JAAR. Other steps, such as preparing the Commander's Summary and conducting training proficiency evaluations, may be executed at the discretion of the ACofS, CJ3 and his exercise staff.

7-2. COMBINED EXERCISE CONTROL STAFF (CECS) OBSERVATIONS. In addition to training-related observations focusing on the attainment of stated training objectives, the CECS should compile observations directly related to the exercise itself such as the design of the exercise, the effectiveness of a particular simulation model, or the efficiency of augmentee training. These observations will be submitted to the AAR Board along with the tactical lessons learned for consideration as exercise design issues.

7-3. COMMANDER'S SUMMARY. The Commander's Summary is a comprehensive document that chronicles the entire exercise and provides data and information directly related to each training objective. While the formal AAR may focus only on certain issues, the Commander's Summary focuses on all of the training objectives. It is normally completed by the AAR Facilitator within 20 days of ENDEX.

7-4. TRAINING PROFICIENCY EVALUATIONS. During the Post-Exercise and Evaluation Stage, the CINC may evaluate the training proficiency of the training audience based upon controller and observer observations and input from the staff and subordinate commanders. He will rate each training task as "T" (trained), "P" (needs practice), "U" (untrained), or "N" (not observed/not trained).

7-5. AAR BOARD. Following every major theater level exercise, the CJ3 Exercise Division will host an informal AAR process. This AAR follows the formal facilitated AAR provided to the CINC at the end of each exercise. The medium for this informal AAR is the AAR Board and one of its results is the JAAR.

a. Staff responsibilities with respect to the AAR Board are as follows:

(1) The CJ3 Exercise Division will--

(a) Publish guidance on preparing lessons learned, including suspense date for submitting proposals, dates for the AAR Board, required format and other administrative requirements.

(b) Determine the functional area committees that will compose the AAR Board. Potential committees include, but are not limited to: operations, logistics, intelligence, plans and policy, personnel, communications, command and control, engineer, medical and PA.

(c) Prepare submitted lessons learned for AAR Board committee action. This includes sorting by functional area and ensuring submissions are in the proper format.

(d) Submit the final exercise report consisting of all CINC Warfighting Issues (CWI) and CofS Warfighting Issues (CSWI) for the CFC CofS' approval.

(e) Upon CofS approval, submit the final report to CJ3 Plans Division for formal submission to USPACOM and ROK JCS.

(2) The CJ3 Plans Division will--

(a) Submit the final report to USPACOM and ROK JCS.

(b) Manage the progress and/or completion of implementing actions for CSWIs and CWIs. This will normally be accomplished through a series of IPRs to the CofS, CFC and staff principals.

(3) The CFC and USFK Staffs will--

(a) Provide a functional area committee chairman to lead the committee's efforts during the AAR Board. The Chairman is responsible for obtaining additional subject matter expertise as required to work committee issues during and after the AAR Board.

(b) Sort lessons learned for appropriate action. A lesson learned may become a CWI, CSWI, or a SWI. Lessons learned may also be merged with other submissions, both new or existing, to avoid duplication. The CJ3 Exercise Division will retain submissions addressing specific exercise design issues.

(c) Staff the committee's recommendations for documenting and categorizing lessons learned and obtain the appropriate staff principal's approval.

(d) Submit approved recommendations to the CJ3 Exercise Division for the final report.

b. Warfighting Issues. The AAR Board committees will categorize issues and lessons learned by their importance and required level of follow-on action. These categories are--

(1) CWI. Warfighting issues with universal applicability. These may or may not require outside action (i.e. USPACOM or the U.S. JCS) in order to be resolved. Reported to the JCS for resolution and/or dissemination to other commands. Upon review and action by the assigned OPR, the JCS may return the issue with proposed solution to the identifying command for validation in subsequent exercises.

(2) CSWI. Warfighting issues applicable throughout the CFC and USFK staffs. These may require the CofS to designate an appropriate OPR for issue resolution.

(3) SWI. Warfighting issues that can be addressed internally by the identifying CFC/USFK staff agency.

7-6. JOINT AAR (JAAR). The JAAR provides the official description of the joint exercise and identifies the lessons learned. The lessons learned collected during the AAR Board will be documented using the U.S. JCS JULLS and submitted to CJ3 Plans. Specific software has been created to document the English version of lessons learned. This facilitates their use by other commands and agencies and provides a library for future reference. Specific instructions for documenting a lesson learned in the JULLS format are contained in CJCSI 3150.25. Appendix D summarizes this guidance. The CFC provides the final JULLS report to USPACOM/J3/5 and ROK JCS/J3.

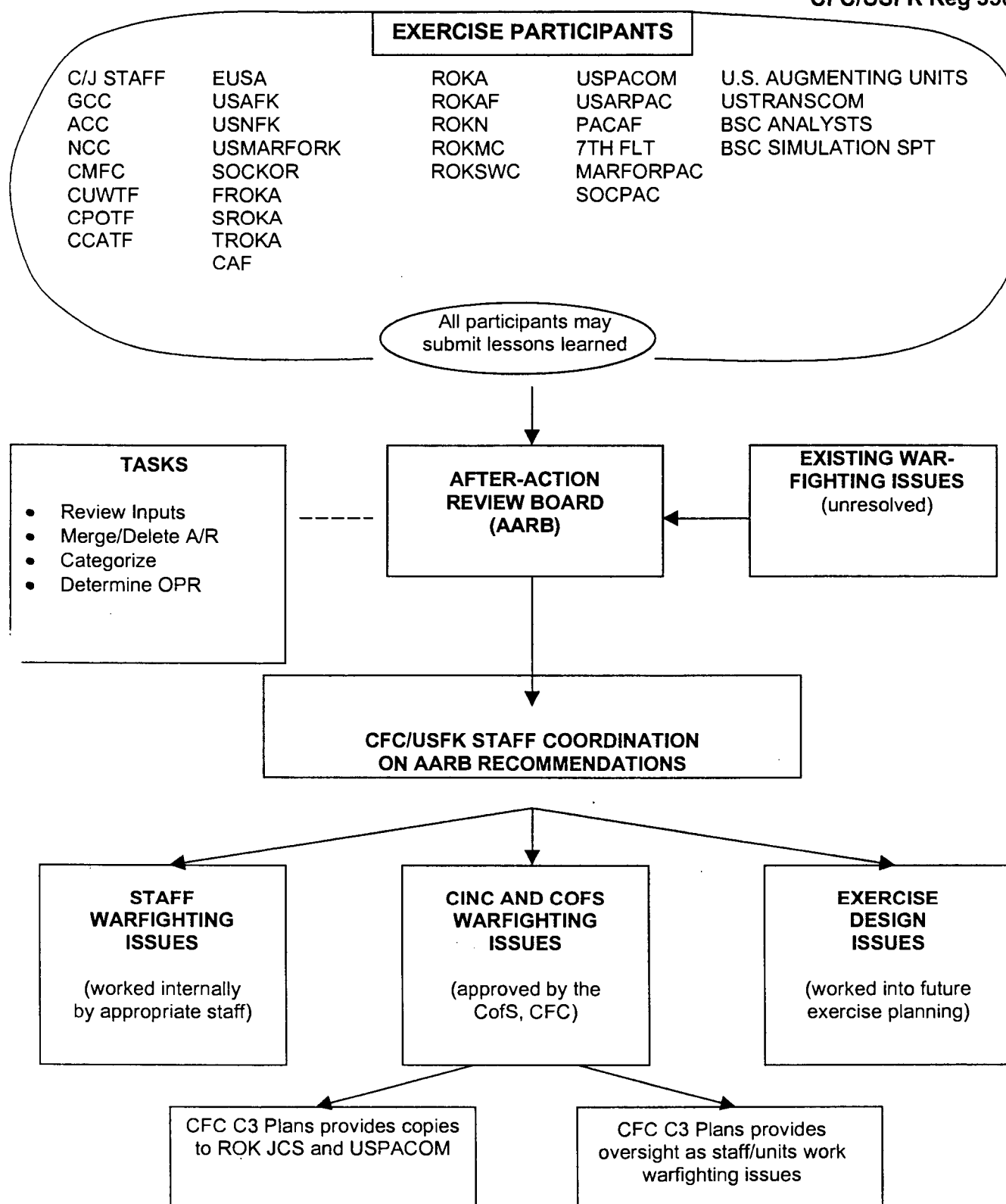


Figure 7-1. Informal After-Action Review Process.

CHAPTER 8

EXERCISE DOCUMENTS

8-1. GENERAL. The size and complexity of theater level exercises require clear and concise guidance documented in a logical and readily-available format to ensure the combined efforts of all responsible agencies contribute to effective and efficient mission execution. The following products provide exercise-specific information to assist those involved in the planning, execution, or evaluation of an exercise.

8-2. EXERCISE DIRECTIVE.

a. General. The Exercise Directive formalizes work already accomplished in concept development, CEPS/JEPS meetings and other planning conferences. It facilitates further planning and provides appropriate guidance for the execution and evaluation of the exercise. The CJ3 Exercise Division prepares the directive for CFC/USFK ACoS, C/J3 approval. Other CFC and USFK staffs are responsible for preparing their respective sections and annexes. The directive is distributed to all exercise participating and supporting units and agencies. Timely compliance with the actions and responsibilities set forth in the Exercise Directive is absolutely essential.

b. Requirements. The Exercise Directive contains details of the exercise concept to include: purpose, objectives, scenario, assumptions, participants, locations and dates. The CJ3 Exercise Division will prepare the basic directive; responsible staff agencies will develop appropriate annexes as directed in Appendix E of this regulation and in exercise letters of instruction. Initial coordination usually begins after the IPC with a final draft ready for final coordination following the MPC.

c. Format. See Appendix E for additional information and format guidance.

8-3. EXERCISE PLAN (EXPLAN).

a. General. An EXPLAN is required for those exercises that are not based on existing OPLANs applicable to the training scenario. The EXPLAN provides all the required information normally documented in an OPLAN.

b. Requirements. The EXPLAN provides the exercise situation, applicable mission statement(s), task organization, administration, logistics guidance, and command and signal information.

c. Format. The EXPLAN format will be based on exercise unique requirements.

8-4. STARTEX DOCUMENTS.

a. General. Most exercise scenarios establish several starting conditions which enhance the training opportunities during exercise play. Since these conditions (i.e. enemy and friendly situations, unit locations, strengths, forward edge of the battle area (FEBA) location, etc.) often

vary from the current situation and are not uniformly known to all exercise participants, a STARTEX document (or documents) is required to ensure all players possess the same information.

b. Requirements. The size and scope of the exercise will determine the STARTEX document requirements. Most exercises require, as a minimum, a SDM which "sets the stage" for enemy and friendly activities and/or situations that initiate the exercise. The SDM is a combination of an intelligence summary and operations situation. For complex simulation driven exercises such as UFL, STARTEX documents normally include a STARTEX Book that portrays both friendly and enemy unit task organization, location and strength as well as a FEBA trace. This comprehensive data is critical in synchronizing computer databases with exercise player command and control systems. The CFC/USFK Operational Analysis will provide the basic STARTEX data to appropriate functional staffs or agencies -- such as operations, logistics and personnel -- who will develop amplifying functional area data. The CJ3 Exercise Division will collate and publish the STARTEX document(s).

c. Format. Exercise requirements will dictate the format; however, "user friendliness" should be the basis for document design.

8-5. EXERCISE OPERATIONAL MEMORANDUM OF AGREEMENT (OMOA).

a. General. The OMOA implements the ROK JCS and USFK MOU governing the planning and conduct of major CFC combined exercises. It is comparable to an Operations Order and is thus not normally reportable as an international agreement under 1 U.S.C. Section 112b (the "Case Act"). The OMOA must be submitted to FKJA for legal review prior to signature by the USFK J3.

b. Requirements. The OMOA provides exercise details and requirements including purpose, dates, objectives, conceptual scenario, geographical areas, approximate force levels and task organization, and support and coordination requirements of U.S. and ROK organizations. Although for the purposes of this regulation, the CJ3 responsibilities are consolidated, for the purposes of the OMOA, these responsibilities are separate and distinct. The CFC C3 Exercise Division develops the OMOA; the USFK J3 Exercise Division negotiates the OMOA on behalf of the USFK ACofS, J3. The USFK ACofS, J3 and the ROK JCS, J3, Exercise and Doctrine will conclude and sign the OMOA. The OMOA should be concluded NLT 120 days before STARTEX.

c. Format. See Appendix F for additional information and format guidance.

8-6. MUTUAL SUPPORT AND REIMBURSEMENT MEMORANDUM OF AGREEMENT (SRMOA)

a. General. An SRMOA for expense sharing specifies how the U.S. and ROK Governments will fund the combined expenses of the exercise. The SRMOA is an ordering document under the Mutual Logistics Support Agreement Implementing Arrangement USG-RKG-018 Between United States Forces, Korea and Republic of Korea Ministry of National Defense Concerning Mutual Logistics Support During ROK-US Combined Forces Command

Exercises, dated 11 February 1998 (the "Implementing Arrangement"). Although not an international agreement reportable under the Case Act, it must be submitted to FKJA for legal review prior to signature by USFK J3. The SRMOA should be prepared as a separate document from the OMOA.

b. Requirements. The purpose of the SRMOA is to formally establish the types and level of support provided by one country's forces to the other country's forces for CFC exercises. It also details how expenses for such support will be reimbursed. Although for the purposes of this regulation, the CJ3 responsibilities are consolidated, for the purposes of the SRMOA, these responsibilities are separate and distinct. The CFC C3 Exercise Division develops the SRMOA; the USFK J3 Exercise Division negotiates the SRMOA on behalf of the USFK ACoS, J3. The USFK ACoS, J3 and the ROK JCS, J3, Exercise and Doctrine will conclude and sign the SRMOA. The SRMOA should be concluded as soon as exercise support arrangements and estimated funding requirements are known but NLT 60 days before STARTEX. The SRMOA must be concluded before any support can be provided.

c. Format. See Appendix G for additional information and format guidance.

8-7. SIGNIFICANT MILITARY EXERCISE BRIEF (SMEB).

a. General. The CFC/USFK theater-level exercises could impact sensitive political situations in the region. Senior levels of the U.S. military and government must be provided the necessary details of these exercises to assess their impact on other potentially related issues. This exercise information is provided in the form of a SMEB. The SMEB is developed and coordinated by the USFK J3 Exercise Division, approved by the USFK, J3 and forwarded to USCINCPAC J3/5. The USCINCPAC prepares a SMEB message to the U.S. Joint Staff. The JCS J7 coordinates with appropriate Secretary of Defense and Secretary of State offices and obtains approval for the exercise from the National Security Council on behalf of the President.

b. Requirements. IAW USCINCPACINST 3550.1N, the USFK will provide the USCINCPAC the required information to prepare a SMEB. The SMEB inputs are due no earlier than 120 days and not later than 80 days prior to the exercise, or 60 days prior to the critical cancellation date (CCD), whichever is earlier. The CFC/USFK will report, in coordination with USPACOM, significant changes to submitted SMEBs without delay to same addresses as the original SMEB. Major changes include scope, dates, force levels, training objectives or major participants.

c. Format. See Appendix H for specific information and format requirements.

Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, CFC, ATTN: CFCD-ED, Unit #15255, APO AP 96205-0028.

FOR THE COMMANDER:



F.W. MORRIS
Assistant Adjutant General

OFFICIAL:
DANIEL R. ZANINI
Lieutenant General, USA
Chief of Staff



YOON, CHUL-BONG
COL, ROKA
Chief, Adjutant General Division

DISTRIBUTION:
50 - CFC
USFK - A

APPENDIX A

REFERENCES

Section I. Required Publications

AR 27-20 (Claims). Cited in paragraph 2-5m(1).

Army Joint Exercise Manual. Cited in appendix J.

CJCSI 3150.25 (Joint After Action Reporting System). Cited in paragraph 7-6 and appendix D.

CJCSM 3500.03 (Joint Training Manual for the Armed Forces of the United States). Cited in paragraph 5-4c and the glossary.

EUSA Suppl 1 to AR 380-5 (Department of the Army Information Security Program). Cited in appendix J.

Memorandum, EUSA CofS, G2 (Classification Control Markings). Cited in appendix J.

Memorandum of Understanding Between the United States Forces Korea and the Republic of Korea Joint Chiefs of Staff Concerning ROK-US Combined Forces Command Major Exercises, 11 Feb 88. Cited in appendix F.

Mutual Logistics Support Agreement Implementing Arrangement USG-RKG-018 between United States Forces, Korea and Republic of Korea Ministry of National Defense. Cited in paragraph 8-6a, appendixes F and G.

ROK/US Mutual Logistic Support Agreement (MLSA) Between the ROK and US Governments, 8 Jun 88 w/amendment 1. Cited in appendix F.

Terms of Reference for the Military Committee and the United States of America and the Republic of Korea Combined Forces Command (CFC) Strategic Directive #2 (signed 1 Nov 94). Cited in paragraph 2-3.

USCINCPACINST 3550.1N (USCINCPAC Military Exercises (under revision).) Cited in paragraph 8-7b.

USFK Reg 380-7 (Disclosure and Release of United States Classified Military Information to Foreign Governments and International Organizations). Cited in appendix J.

USFK and EUSA Security Classification Handbook. Cited in appendix J.

U.S. Joint Pub 1-02, as amended through 29 Jun 99 (DOD Dictionary of Military and Associated Terms). Cited in the glossary.

1 USC, Section 112b (The Case Act). Cited in paragraph 8-5a.

Section II. Related Publications.

U.S. Joint Pub 1-0 (Doctrine for Personnel Support to Joint Operations).

CJCSI 3500.02B (Joint Training Master Plan 2000 for the Armed Forces of the United States).

USFK Reg 550-51 (International Agreements).

AJEM (Army Joint Exercise Manual).

APPENDIX B

{EXERCISE NAME}

AUGMENTATION REQUEST FORMAT

The following data for each augmentee is required:

B-1. JOB TITLE.

B-2. DUTY DESCRIPTION. Pay particular attention to the duty description. This should be as complete and accurate as possible. Include exact responsibilities, duties, shift times, etc. Also include a brief description of how the augmentee fits into the organization in support of the exercise.

B-3. JUSTIFICATION. Be specific. Address the impact of the request not being filled. This data will be used in validating and approving the request.

B-4. DUTY LOCATION, HQ AND STAFF ELEMENT. Include the exact location at which the augmentee will perform duty. Note that all augmentees must first clear an exercise welcome center before reporting for duty.

B-5. RANK/GRADE RANGE.

B-6. SERVICE. MOS/AFSC/NEC. Be specific in terms of rank/grade range, service, and MOS/AFSC/NEC. However, allow as much flexibility in sourcing the request as mission requirements permit.

B-7. MINIMUM SECURITY CLEARANCE REQUIRED. Do not request a higher clearance level than is absolutely necessary.

B-8. DUTY PERIOD. Provide inclusive dates of the duty period, to include any pre-exercise training. Unless otherwise specified, all augmentees will be told to report at 0830 hours on the date specified.

B-9. SPECIAL INDIVIDUAL EQUIPMENT OR UNIFORM REQUIREMENTS. (Sleeping bag, LBE, etc.)

B-10. SPONSOR (REQUESTER) AND AN ALTERNATE.

Grade.

Name.

Work telephone.

Home telephone.

Message address.

Email address

NOTE: Ensure the sponsor's name and both work and home phone numbers are included, as well as an alternate's.

B-11. IS ANY SPECIAL TRAINING REQUIRED? Yes/No

What/when/where is the training? (Exact times and location)

B-12. POINT OF CONTACT AND PHONE. Who will pick up augmentee at the in-processing center.

APPROVED BY: _____

JOB TITLE: _____

NOTE: Augmentee request forms must be signed by the staff principal or higher (O-6 or higher).

APPENDIX C**JOINT RECEPTION CENTERS (JRC) AND
DEPLOYMENT PLANNING AND EXECUTION TEAM (DPET)**

C-1. GENERAL. This appendix outlines the requirements and responsibilities for reception operations to support the arrival and departure of individual and unit personnel in the Korean Theater of Operations for CFC/USFK exercises. It provides the mechanics of how exercise support will be organized and controlled and defines the operations of the JRCs and the responsibilities of the DPET. Under the Chief, J3 Exercise Division, the DPET is the coordinating agent for all exercise related support functions.

C-2. JOINT RECEPTION CENTERS (JRC). A JRC is a location where personnel from all services report upon arrival in Korea. The JRCs are managed by USFK J1 and provide a means to account for exercise participants IAW JCS direction. Through the DPET, the Chief, J3 Exercise Division maintains oversight of all JRC operations and mediates all issues related to policy, planning and execution.

a. Principal functions of the JRC include:

(1) Establish accountability of all incoming personnel, to include obtaining copies of travel orders and preparing AF Form 214s on each arriving servicemember. Ensure each CFC/USFK augmentee has a valid sequence number and unit line number on his or her individual orders. When required, notify Component Welcome Centers of inbound augmentees.

(2) Validate duty locations and messing status. Notify Component Welcome Centers of augmentee arrival, ensuring sponsors and augmentees are in contact.

(3) Provide a U.S.-ROK Status of Forces Agreement (SOFA) briefing and SOFA cards to each off-peninsula augmentee. Provide on arrival and collect upon departure, inprocessing check sheets and critique sheets.

(4) Ensure transportation, messing, and billeting requirements are arranged before releasing augmentees to duty locations.

(5) Coordinate with the A/DACG to ensure manifest baggage handling and incoming/outgoing passenger processing are accomplished. The A/DACG is part of the JRC.

(6) Disseminate redeployment instructions to Component Welcome Centers via GCCS, email, and fax.

(7) Establish accountability and collect IMA/IRR evaluation reports (such as the Army OER and NCOER or the Navy/Marine Fitness Report).

b. Principal JRCs and other arrival locations.

(1) Osan JRC. With reductions in the Commercial Ticket Program and exercise funding levels, most augmentees will arrive at Osan Air Base via military contracted air. The Osan JRC will in and out process off-peninsula augmentation. Departing augmentees will not return to the Osan JRC for outprocessing until directed by the JRC staff.

(2) Yongsan JRC. The Yongsan JRC will in and out process on-peninsula augmentation and augmentees arriving at Kimpo International Airport via commercial carrier. Incoming augmentees will arrive not earlier than one day before their scheduled report date and outprocess as directed by the Yongsan JRC.

(3) Component Welcome Centers. Personnel who enter Korea through SPODs or APODs other than Osan or Kimpo will in and out process through that area's Component Welcome Center. These Component Welcome Centers will report arrival and departure numbers to the Osan JRC daily.

C-3. RESPONSIBILITIES. The following responsibilities amplify those listed in Chapter 3 of this regulation. Since the intent of this appendix is to define the responsibilities of individual DPET members, this appendix does list responsibilities of subordinate units such as the 19th TSC or the 51st Fighter Wing while Chapter 3 does not.

a. ACofS, J1 Plans and Operations Division--

(1) Participates as a member of the DPET.

(2) Coordinates, tasks, and tracks the sourcing and movement of all augmentees validated by the CofS, USFK. Coordinates closely with service components and J3 Exercise Division to ensure augmentation sourcing is appropriate, realistic and within specific component capabilities.

(3) Consolidates personnel projections with each component by duty location. Coordinates with the DPET any changes in the number of participants or duty locations for support requirements.

(4) Provides overall supervision of JRC operations and staff oversight of USFK, component staffs and units providing personnel and support to the JRC.

(5) Provides a roll-up of all participant numbers including active units, ODT, individual augmentees, and IMA by location.

b. ACofS, J3-Exercise Division--

(1) Through the DPET provides oversight on all matters pertaining to exercise support.

(2) Through the DPET, provides oversight on issues pertaining to JRC policy, planning and execution.

c. EUSA--

(1) ACoS, G1--

(a) Participates as a member of the DPET.

(b) Provides accountability for all EUSA augmentees.

(c) Provides Army component liaison to the JRCs to assist with accountability. Inprocesses all Army component augmentees to ensure their duty positions and job descriptions are valid.

(2) ACoS, G3--

(a) Participates as a member of the DPET. Manages Army component units participating from on and off peninsula.

(b) Assists the J3 Exercise Division in coordinating support from EUSA assets.

(3) ACoS, G4--

(a) Participates as a member of the DPET.

(b) Monitors strategic movements and informs CJ3 Exercise Division, components, and J1 when changes occur.

(c) Prepares, coordinates and monitors the logistics support plan.

(d) Provides staff supervision of logistics support and transportation movements within Korea.

(e) Develops the concept and provides staff supervision of billeting for all U.S. exercise participants.

(f) Monitors food service at all exercise sites and Component Welcome Centers where U.S. personnel are participating.

(g) Collects from each service component support requirements including the duty location of all exercise participants. Reports data to DPET.

(4) 19th TSC--

(a) Participates as a member of the DPET.

(b) Plans, coordinates, and operates Component Welcome Centers as directed. Provides in and out processing, orientation and local transportation, and sustainment of USFK augmentees and deployed exercise participants.

(c) Establishes the A/DACG at Osan AB and other APODs as needed. When organized for exercise purposes the Osan A/DACG is a part of the JRC and must be closely coordinated with 51st Fighter Wing and 631st Air Mobility Squadron.

(d) Provides a support plan to the DPET to accomplish 19th TSC exercise related support. Submits consolidated support budget requirements to the J3 Exercise Division Support Office.

(e) Establishes Component Welcome Centers and sustainment to support all exercise locations from two weeks before STARTEX until all augmentees have departed. The DPET will determine the starting date of such support based on unique exercise requirements.

(f) Provides Ration Control, SOFA, local transportation and billeting arrangements as part of augmentee inprocessing when conducted at Component Welcome Centers.

(5) 25th Transportation Battalion--

(a) Participates as a member of the DPET.

(b) Provides agents at the JRC and Component Welcome Centers as directed by 19th TSC to coordinate on peninsula long haul transportation requirements for exercise individual and unit augmentation.

(c) Provides all theater common user and U.S. Army ground transportation (10 or more passengers/30 or more miles for passengers, more than one hour or more than 10 miles for cargo).

d. USAFK--

(1) 7AF--

(a) Participates as a member of the DPET.

(b) Coordinates the activation of 7AF controlled Collocated Operating Bases (COB) with HQ PACAF to support exercise activity.

(c) Provides support to incoming PERSCO teams to establish Component Welcome Centers at the COBs. The PERSCO teams will support reception/redeployment of U.S. Air Force augmentation.

(d) Serves as liaison with ROKAF on airbase access and issues.

(2) 51st Fighter Wing--

(a) Participates as a member of the DPET.

(b) Plans, coordinates and operates a Life Support Area at Osan. Provides orientation, local transportation, and sustainment of augmentees remaining at Osan.

(c) Provides a liaison officer to the JRC to coordinate support.

(d) Secures Osan in and out processing sites for augmentees and baggage and provides furniture and communications necessary to conduct JRC operations. Coordinates requirements with the JRC NLT 60 days before STARTEX.

(e) Provides transportation of augmentees and baggage from the flight line to the JRC. Provides transportation to and from the local train station as needed.

(f) Provides life support for JRC personnel, to include billeting.

(g) Coordinates with the JRC to augment A/DACG with equipment, personnel and expertise as needed.

(h) At the discretion of local commanders, establishes and operates Component Welcome Centers at 7AF controlled sites.

(i) Provides additional support to the Osan JRC as determined by the DPET.

(3) 631st Air Mobility Squadron (AMC)--

(a) Participates as a member of the DPET.

(b) Controls airfield operations for arriving and departing cargo and passenger missions operated by AMC at Osan. Provides parking space and ramp support.

(c) Provides liaison to the Osan JRC during arrival/departure operations at Osan.

(d) Provides Materials Handling Equipment and drivers to support transiting missions.

(e) Provides a cargo team supervisor and passenger service agent for arriving/departing missions.

(f) Coordinates with JRC and the A/DACG to keep them apprised of the status of all arriving and departing missions. Provides passenger/cargo manifest information on all arriving missions. Provides assistance in entering manifest information on departing missions. Coordinates with down line stations and AMC TALCE as necessary.

e. USNFK--

(1) Participates as a member of the DPET.

(2) Provides accountability for all naval augmentation.

(3) Provides a Navy Component liaison to the JRCs to assist with accountability and inprocessing of all Navy Component augmentation.

(4) At the discretion of local commanders, establishes and operates Component Welcome Centers at USNFK controlled sites.

f. USMARFORK--

(1) Participates as a member of the DPET.

(2) Provides accountability for all marine augmentation.

(3) Provides a Marine Component liaison to the JRCs to assist with accountability and inprocessing of all Marine Component augmentation.

(4) At the discretion of local commanders, establishes and operates Component Welcome Centers at USMARFORK controlled sites.

g. SOCKOR--

(1) Participates as a member of the DPET.

(2) Provides accountability for all Special Operations Forces (SOFs) augmentation.

(3) Provides a SOCKOR liaison to the JRCs to assist with accountability and inprocessing of all SOFs augmentation.

APPENDIX D**JOINT UNIVERSAL LESSONS LEARNED SYSTEM (JULLS)**

D-1. GENERAL. The JULLS is the standard method for preparing exercise AARs in CFC, USFK, and EUSA IAW CJCSI 3150.25. These reports provide the official description of the exercise and present significant lessons learned and/or issues identified during the exercise. A lesson learned is a technique, procedure, or workaround that allowed a task to be accomplished to standard based upon an identified shortcoming or deficiency that may be applicable to others in similar circumstances. An issue is a shortcoming or deficiency identified during training that precludes training to standard and requires focused problem solving.

D-2. JULLS SUBMISSIONS. English submissions will be on paper in JULLS Long Report format and on 3.5-inch data diskettes. Hangul submissions will be typed on 8 1/2 by 11-inch paper in the JULLS Long Report format. Combat Support Coordination Teams will submit English versions of their respective Field Army's input on both paper and JULLS diskettes. The unit commander or the CofS of the reporting agency will approve all JULLS Long Reports before they are submitted to CJ3 Exercise Division.

D-3. AAR BOARD ACTIVITIES. The CJ3 Exercise Division will establish a NLT submission date for all JULLS inputs. Submissions will be sorted based on the subject code and forwarded to an AAR board composed of ROK and U.S. representatives from the CFC principal staff. The review board will consist of the following panels: operations, logistics, intelligence, command and control, plans and policy, communications, personnel, engineer, medical, public affairs, and legal. Boards will be tailored to the scope of submitted JULLS. Panels will review inputs and determine if the subject code and classification are correct, resolve duplication, and organize reports into four groups: exercise design issues, staff issues, existing warfighting issues, and new warfighting issues.

a. Exercise design issues are those that relate specifically to the planning, execution, and evaluation of the exercise itself. The CJ3 Exercise Division retains these issues for consideration in subsequent exercise planning.

b. Staff issues are those which require additional work but do not warrant the visibility associated with being categorized as warfighting issues. Usually they can be resolved within the OPR's span of control.

c. Existing warfighting issues are those that have been previously identified and which the staff is working to resolve.

d. New warfighting issues are problems that have not been surfaced and are not listed as existing warfighting issues.

D-4. ISSUE STAFFING. At the conclusion of the board, all new warfighting issue candidates will be staffed within the responsible agency to determine if the issue should be added to the existing list of warfighting issues. The CofS, CFC is the approval authority.

a. Following the CFC CofS approval, the C3 Plans Division will assume responsibility for managing and tracking the actions associated with working the warfighting issues. Close coordination between the Exercise and Plans Divisions is required during the staffing process to consolidate new issues with existing and/or similar issues already being worked to avoid duplication.

b. All new CWIs and CSWIs will be forwarded to the ROK JCS, USCINCPAC, and the U.S. JCS.

D-5. JULLS REPORT FORMAT. CJCSI 3150.25 provides detailed instructions for preparing a JULLS report. The following is a paragraph by paragraph summary for preparing the JULLS Long Report.

a. Paragraph 1 - JULLS number. A 10-digit number that uniquely identifies the lesson learned (automatically generated by the software). This paragraph will also include the name of the submitting organization and the name and telephone number of the point of contact preparing the input.

b. Paragraph 2 - Exercise. The nickname and date of the exercise (i.e. UFL 00).

c. Paragraph 3 - Keywords. A list of short words or phrases suggested for indexed searches.

d. Paragraph 4 - Title. The title of each lesson learned, reflecting both the subject area and the nature of the success or problem. This title should provide a clear description of the lesson learned. If the input is an assessment of an exercise operational objective, then the title will begin with the term "Assessment".

e. Paragraph 5 - Observation. A short factual statement of the observed success or problem, including exceptionally well-done tasks or procedures that should be advertised or shared. This can also be negative -- what happened that was not supposed to or what did not occur that should have. Whenever the information is known, provide a full description of the success or problem that addresses the reasons or causes.

f. Paragraph 6 - Discussion. Amplifies the success or problem statement and answers who, what, where, when, why, and how. If the input describes the positive actions taken to work around a problem, explain those actions in detail. If a problem could not be solved by the participants, explain why.

g. Paragraph 7 - Lesson Learned. Statement of the positive action, if known, that was taken to generate the success or should have been taken to avoid or alleviate the problem. Avoid restating or paraphrasing the observation. Concentrate on the positive action. The lesson learned is a statement of how to succeed or work around the problem, which other

commanders can use. The exception is a situation where a problem is observed but no solution is apparent. In such a situation, state the problem as such in the observation paragraph and use the phrase "INAPPLICABLE" for this paragraph. Do not omit a lesson learned simply because a positive solution cannot be immediately derived.

h. Paragraph 8 - Recommended Action. Statement of how to repeat the success or permanently correct the problem, and who should make the correction. The action could result in requiring new or modified publications, procuring new equipment, changing force structure, revising command relationships, improving training, etc. It should not be a restated lesson learned paragraph. If no action is necessary, enter "NONE REQUIRED."

i. Paragraph 9 - Comments. Any additional pertinent information. The JULLS computer program also uses this area to place some administrative information that would not otherwise be seen in the long form of the output. If applicable, include the following information in this paragraph:

(1) Subject. One of a group of subject areas chosen by the submitting organization that identifies what the input is primarily about. This is a required input.

(2) Interoperability. A field where the submitting organization identifies the aspect of interoperability that applies to this input.

(3) Echelon. The echelon of lesson learned center to receive this JULL. Examples are the Joint Center for Lessons Learned and the Center for Army Lessons Learned.

(4) Disposition. The Joint Center for Lessons Learned will annotate the JULLS final disposition here.

APPENDIX E**EXERCISE DIRECTIVE (EXDIR) FORMAT**

E-1. GENERAL. This appendix provides guidance on the format and contents of the EXDIR. The following sections and annexes represent those that are common to all major CFC and USFK exercises. Planners may include additional annexes and/or appendixes as required to amplify information presented in the Basic Directive or to publish additional guidance altogether. Offices of Primary Responsibility (OPRs) for content in addition to that listed in this appendix will be established in CEPS/JEPS meetings or exercise LOI.

E-2. TRANSMITTAL MEMORANDUM (OPR: CJ3-ED). The transmittal memorandum is usually a one-page memorandum signed by the ACofS, CJ3 that serves as a brief introduction to the Exercise Directive, highlighting its major sections and often listing the exercise's purpose and training objectives. It usually concludes with a cautionary note emphasizing proper Operations Security (OPSEC) procedures throughout each stage of the exercise.

E-3. SECURITY INSTRUCTIONS (OPR: CJ3-ED). Self-explanatory. Gives the overall classification of the Exercise Directive and provides guidance on local reproduction. See Appendix J of this regulation for additional exercise classification guidance.

E-4. TABLE OF CONTENTS (OPR: CJ3-ED). Self-explanatory.

E-5. BASIC DIRECTIVE (OPR: CJ3-ED). The Basic Directive includes, as a minimum, the following sections. Additional sections may be included as required.

a. Situation. A detailed description of the exercise to include the following: sponsoring command, training audience, purpose and exercise overview; type and nature of enemy forces; friendly forces and command relationships, including supporting combatant commands and relationships; assumptions relevant to the scenario and road-to-war; legal considerations, both real world and scenario-related; and joint exercise objectives and training objectives.

b. Mission. Full mission statement including who, what, where, when, why, and how. The mission statement should incorporate relevant joint doctrine as well as joint tactics, techniques and procedures.

c. Execution. Provides detailed guidance for planning the exercise. Specifies goals and areas of emphasis for various participants, outlines specific tasks and responsibilities for each of the staffs and units required to plan and conduct the exercise, and provides coordination instructions. This section also identifies the model or simulation to be used.

d. Administration and Logistics. References the Exercise Directive's Logistics and Personnel Annexes (Annexes D and E, respectively) and other annexes as required.

e. Command and Signal. Includes physical locations of the command and control/ headquarters structure and references the communications support annex, Annex K.

E-6. ANNEX A - EXERCISE PARTICIPANTS (OPR: CJ3-ED). Provides a listing of ROK and U.S. exercise participants arranged by functional area (i.e. by player, gamer, controller, and observer categories).

E-7. ANNEX B - INTELLIGENCE (OPR: CJ2). Provides information on intelligence references to be used, a synopsis of the enemy situation, CJ2 training objectives, and organizational responsibilities.

E-8. ANNEX C - OPERATIONS (OPR: CJ3-ED). Provides operations information in addition to that contained in the basic directive. Simulation center operations, Noncombatant Evacuation Operations (NEO), and Essential Elements of Friendly Information may be included as separate appendixes.

E-9. ANNEX D - LOGISTICS (OPR: C4).

a. Provides details on the logistic support of U.S. participants, to include billeting, messing, transportation and Life Support arrangements. (OPR: G4)

b. Provides details on the logistic support of ROK participants.

c. Provides information on base camp operations.

d. May include additional appendixes as required on such topics as DPET operations and A/DACG operations.

E-10. ANNEX E - PERSONNEL (OPR: J1).

a. Provides administrative guidance to exercise participants on such topics as postal and financial support; Morale, Welfare, and Recreation (MWR); SOFA; and ration control.

b. Describes the operations of the JRCs.

c. Provides instructions and formats for personnel-related reports such as the Accident Report, Participation Report, and Personnel Status (PERSTAT) Report.

d. May include appendixes on safety, Enemy Prisoners of War (EPW), or religious support as required.

E-11. ANNEX H - METEOROLOGICAL AND OCEANOGRAPHIC SERVICES (OPR: CJ2/607 WS). Includes climatology, light and tide data, and any other weather-related data influencing military operations. This annex may include separate appendixes for each month during which the exercise is conducted.

E-12. ANNEX K - COMMAND, CONTROL, COMMUNICATIONS, COMPUTERS, INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE (C4ISR) (OPR: CJ6). Provides detailed information required to install, operate, and maintain (IOM) the C4ISR Network Architecture required to support the CINC's exercise information exchange requirements.

E-13. ANNEX Y - ACRONYMS AND TERMINOLOGIES (OPR: CJ3-ED). Self-explanatory.

E-14. ANNEX Z - DISTRIBUTION (OPR: C3-ED). Self explanatory.

APPENDIX F

OPERATIONAL MEMORANDUM OF AGREEMENT (OMOA) FORMAT

This appendix provides guidance on the format and contents of the OMOA.

**OPERATIONAL MEMORANDUM OF AGREEMENT
BETWEEN
UNITED STATES FORCES KOREA (USFK)
AND
REPUBLIC OF KOREA (ROK) JOINT CHIEFS OF STAFF
EXERCISE {Exercise name and year}**

1. Purpose. The {Exercise name and year} Operational Memorandum of Agreement (OMOA) establishes the exercise purpose, dates, objectives, concept scenario, geographic locations, approximate force levels, task organization, and support and coordination requirements of Republic of Korea (ROK) and United States (U.S.) organizations.

2. References.

a. The ROK/U.S. Mutual Logistics Support Agreement (MLSA) Between the ROK and U.S. Governments, 8 June 1988 w/amendment 1.

b. Memorandum of Understanding Between the United States Forces Korea and the Republic of Korea Joint Chiefs of Staff Concerning ROK-US Combined Forces Command Major Combined Exercises, 11 February 1998.

c. Mutual Logistics Support Agreement Implementing Arrangement USG-RKG-018 Between United States Forces Korea and Republic of Korea Ministry of National Defense Concerning Mutual Logistics Support During ROK-US Combined Forces Command Exercises, 11 February 1998.

d. {List other planning, support, and/or coordinating documents as required.}

3. Description. {Describe the purpose as coordinated in the Exercise Directive.}

4. Dates. {List the applicable dates from the Exercise Directive.}

5. Objectives. {List the major training objectives as coordinated in the Exercise Directive. Specific areas of emphasis may also be included here.}

6. Scenario. {Describe the phases and/or activities of the exercise. Include in this section any assumptions required for exercise play.}

7. Geographic Locations. {List the locations on which the exercise will be conducted and those locations that will provide support to the exercise.}

8. Force Participation. {List the level, scope and duration of participation required from both U.S. and ROK forces, commands and agencies during the exercise. Designate participating units (may reference an annex such as "Annex A, Force Participation.")}

9. Support and Coordination Requirements. {This section details any specific ROK JCS and/or USFK responsibilities for providing exercise support.}

10. Support and Reimbursement. {This paragraph will reference the SRMOA detailing U.S.-ROK exercise expense sharing. Include the statement, "All expense sharing for 'Exercise Name' will be IAW the Mutual Support and Reimbursement Memorandum of Agreement (SRMOA), which will be negotiated separately." This document will be prepared separately in the planning process when funding requirements are further developed. (See Appendix G)}.

11. Effectiveness. {State the actions or events which make this OMOA effective and those that terminate its effectiveness. A statement such as "This OMOA is effective upon the last signature of the representatives of the ROK JCS and USFK and terminates when all duties of this OMOA are complete" would suffice. This paragraph also will include statements on dispute resolution and the dual language requirement/authority of this OMOA.}

FOR UNITED STATES FORCES KOREA

FOR JOINT CHIEFS OF STAFF
REPUBLIC OF KOREA

NAME
Rank, Branch
Assistant Chief of Staff, J3
United States Forces Korea

Seoul, Korea
Date:

NAME
Rank, Branch
Director, Doctrine and Training
Joint Chiefs of Staff
Republic of Korea
Seoul, Korea
Date:

Annex __: {title}

Coordination and Approval

The OMOA will be prepared by the C3 Exercise Division and coordinated with the ROK JCS and USFK staffs to include Judge Advocate (FKJA), Resource Management (FKRM), J4 (FKJ4), J5 (FKJ5), and J6 (FKJ6). This OMOA must be prepared in both languages and provided to the ACofS, J6, for a Certificate of Authenticity. Following USFK staff coordination, authentication, negotiation and agreement between both parties on exercise details, the ROK JCS ACofS, J3 (or other designated official) and the USFK ACofS, J3 will conclude and sign the document.

APPENDIX G

**MUTUAL SUPPORT AND REIMBURSEMENT MEMORANDUM OF AGREEMENT (SRMOA)
FORMAT**

**MUTUAL SUPPORT AND REIMBURSEMENT
MEMORANDUM OF AGREEMENT
BETWEEN
ASSISTANT CHIEF OF STAFF, USFK, J3
AND
DIRECTOR, DOCTRINE AND TRAINING, ROK JCS J3
CONCERNING
{name of exercise}**

This Memorandum of Agreement (MOA) defines the responsibilities of each side to provide and pay for shared exercise costs of support to U.S. and ROK forces participating in {name of exercise}. Each side will bear its own costs except as set out herein.

ARTICLE I. AUTHORITY

This document is an order under Mutual Logistic Support (MLS) Implementing Arrangement (IA) USG-RKG-018 Between United States Forces Korea (USFK) and the Republic of Korea (ROK) Ministry of National Defense (MND) Concerning Mutual Logistics Support During ROK-US Combined Forces Command Exercises, dated 11 Feb 1998, and is subject to the provisions of that MLS IA. This document is prepared IAW the principles set out in the Memorandum of Understanding Between United States Forces Korea and Joint Chiefs of Staff Concerning ROK-US Combined Forces Command Exercises, dated 11 Feb 1998.

ARTICLE II. COMMUNICATIONS SUPPORT

{This Article sets out which side provides what communications support (if any); where that support is to be provided; the estimated cost of that support; and the shares of that cost to be paid or reimbursed by each side. This information may include tables.}

ARTICLE III. SIMULATION SUPPORT

{This Article sets out which side provides what simulation support (if any); where that support is to be provided; the estimated cost of that support; and the shares of that cost to be paid or reimbursed by each side. This information may include tables.}

ARTICLE IV. ADMINISTRATIVE CONSUMABLE SUPPORT

{This Article sets out which side provides what administrative consumable support (if any); where that support is to be provided; the estimated cost of that support; and the shares of that cost to be paid or reimbursed by each side. This information may include tables.}

ARTICLE V. SUPPORT TO COMBINED/JOINT AUXILIARY OPERATIONS

{This Article sets out which side provides what support (if any) to Combined/Joint auxiliary operations; where that support is to be provided; the estimated cost of that support; and the shares of that cost to be paid or reimbursed by each side. This information may include tables.}

ARTICLE VI. OTHER SUPPORT

{This Article sets out which side provides what other support (if any) such as: combined transportation, set-up and operation of supply, sanitation, billeting, and messing facilities, etc.; where that support is to be provided; the estimated cost of that support; and the shares of that cost to be paid or reimbursed by each side. This information may include tables.}

ARTICLE VII. SUMMARY OF TOTAL COMBINED EXERCISE EXPENSES

{This Article is a summation and reconciliation of previous Articles. It also includes the detail and explanation for ROK Provided Support. This information may include tables.}

ARTICLE VIII. PAYMENT

The above costs represent the expected U.S./ROK expenses for {name of exercise}. The ROK JCS will pay {amount} (or such other amount as is mutually agreed as actual costs are known) on or before {date}. Either party has the right to request receipts or other reasonable documentation from the supplying party. The payment will be made in U.S. dollars payable to "U.S. Treasurer." The beneficiary is 175 Finance Accounting Officer, Seoul, Korea, APO AP 96205, DSSN 6411. The payment will be marked with the following statement: "For reimbursement of CFC expenses incurred by USFK on behalf of ROK forces during {name of exercise}." Amendment(s) to this document concerning costs, but not the basis for the share, may be executed, as actual costs are known.

ARTICLE IX. LANGUAGE

This MOA is executed in two (2) originals in English and in two (2) originals in Korean, each text being equally authentic.

{NAME}
Major General, U.S. Army
Assistant Chief of Staff, J3
United States Forces Korea

{NAME}
Major General, ROK Air Force
Director, Doctrine and Training, J3
ROK Joint Chiefs of Staff

Date: _____
Seoul, Korea

Date: _____
Seoul, Korea

Coordination and Approval

The SRMOA will be prepared by the CJ3 Exercise Division and coordinated with the USFK Judge Advocate (FKJA), Resource Management (FKRM), J4 (FKJ4), J5 (FKJ5), and J6 (FKJ6). The SRMOA must be prepared in both languages and provided to ACoS, G6 IM for a Certificate of Authenticity. Following USFK staff coordination, authentication, negotiation, and agreement between both parties on the arrangements, the ROK representative official and the USFK ACoS, J3 will conclude and sign the document.

APPENDIX H

SIGNIFICANT MILITARY EXERCISE BRIEF (SMEB) FORMAT

{The following is part of a sample USPACOM SMEB message listing the addresses USPACOM will notify of CFC/USFK exercises:}

(FROM): USCINCPAC HONOLULU HI//J3//

(TO): JOINT STAFF WASHINGTON DC//J7-JETD//

(INFO): JOINT STAFF WASHINGTON DC//J3/J4/J5//

SECDEF WASHINGTON DC//ODTUSD(P)/PS//

SECDEF WASHINGTON DC//ASD(ISA:EAPR)//

SECDEF WASHINGTON DC//ASD:PA//

SECSTATE WASHINGTON DC//PM-ISO//

{As applicable}

AMEMBASSY

COMPONENTS

SUBORDINATE UNIFIED COMMANDERS

JOINT TASK FORCE COMMANDERS

MIL SPT GP

OTHER CINCS

SERVICES

SUPPORTING UNITS

USTRANSCOM/AMC/MSC/MTMC

(CLASSIFICATION)

EXER/(EXERCISE NAME)//

MSGID/GENADMIN/(ORIGINATOR)//

SUBJ/SIGNIFICANT MILITARY EXERCISE BRIEF (U)//

REF/A/(AS APPLICABLE)//

POC/(NAME)/(RANK)/(PRIPHN:PRIMARY PHONE)/-(LOCATION)//

RMKS/

{The USFK will provide the following SMEB information to USPACOM, in the format outlined below. This information must be coordinated with FKJ5 (to obtain Embassy approval), PAO, and other staffs, as required, before being released by the FKJ3.}

1. () EXERCISE NAME.

2. () GEOGRAPHIC AREA.

3. () DATES. {See Note 1 below}

4. () CRITICAL CANCELLATION DATE.

5. () TYPE. {FTX, CPX, CAX}

6. () PURPOSE. {Outline the exercise purpose and objectives, including the UJTLs. Include verbiage on JMETs exercised.}

7. () OPLAN EXERCISED.

8. () POLITICAL IMPLICATIONS.

A. () U.S. COMMITMENTS TO ALLIES.

B. () DATE COMMITMENTS MADE.

C. () OTHER POLITICAL IMPLICATIONS. {Note any notification requirement under treaties or international agreements. Should the exercise include the simulated use of nuclear or other unconventional weapons, describe any expected political implications. Note any specific exercise activity requiring consideration by an interagency group. If host nation approval is needed to begin exercise planning, state when approval is required.}

D. () NOTIFICATION. {Will notification be made?}

9. () POLITICO-MILITARY SCENARIO SUMMARY. {Any scenario should have been initially coordinated through the appropriate U.S. Embassy. If no scenario exists or if the scenario contains no political assumptions, a statement to that effect should be made.}

10. () SUMMARY OF KEY EXERCISE EVENTS. {Describe major exercise events, in chronological order, with locations. Specifically identify any exercise event requiring consideration by an interagency group. See Note 1.}

11. () DIRECTING HEADQUARTERS. USCINCPAC.

12. () PARTICIPATING COMMANDS, HEADQUARTERS, AND FORCES.

A. () UNITED STATES. {For service-unique, list in order of Army, Navy, Air Force, and Marine Corps. Avoid abbreviations of commands. Include major units and approximate number and type of personnel, ships, and aircraft.}

B. () ROK. {Follow same guidance as for U.S. participants}

C. () TOTAL. {Approximate number of U.S. and ROK personnel participating, followed by the number of U.S. participants by service.}

13. () SCOPE OF ANTICIPATED PARTICIPATION.

A. () OTHER UNIFIED COMMANDS. {List those units not subordinate to USFK.}

B. () UNASSIGNED FORCES OF THE U.S. MILITARY SERVICES. {List forces not assigned to a unified command.}

C. () OTHER ALLIED NATIONS. {Indicate if other than U.S. and ROK forces are involved.}

D. () OTHER FEDERAL AGENCIES OR DEPARTMENTS.

14. () SIMULATED USE OF NUCLEAR OR OTHER UNCONVENTIONAL WEAPONS. {State "None" if applicable. Should the exercise include the simulated use of nuclear weapons, describe any political implications anticipated.}

15. () COUNTERDRUG-RELATED OPERATIONS OR TRAINING IN EXERCISES. {State "None" if applicable.}

16. () COORDINATION WITH OTHER UNIFIED OR SERVICE COMMANDS, GOVERNMENTAL DEPARTMENTS, AGENCIES, OR REPRESENTATIVES. {Include any coordination requirements.}

17. () RECOMMENDED PUBLIC AFFAIRS (PA) POLICY. {Include active or passive, with rationale. Give statement or questions and answers to use. Provide agency responsible for policy. Submit proposed guidance to USPACOM early enough to enable USPACOM to meet its suspense to ASD(PA) (NLT 2 weeks before exercise CCD). Initial news release should normally be after the critical cancellation date -- exceptions to this policy should be requested with justification provided.}

A. () Recommended active or passive PA approach with supporting rationale.

B. () Identify PA objectives.

18. () GENERAL POLICY CONSIDERATIONS.

A. () DIPLOMATIC INFORMATION.

B. () SECURITY RESTRICTIONS.

C. () FORCE PROTECTION.

19. () PERCEPTION MANAGEMENT. {Assessment of perception of U.S. and allied strategy and military capability. Must include in each brief. See Note 2 below.}

20. () ADDITIONAL REMARKS.

A. () Desired or alternate routing of flights for both deployment and return routes.

B. () Approximate number of flights involved in each enroute and destination stop.

C. () Enroute support requirements: {ALCE, stage crews}

D. () Pre-deployment survey team requirements.

E. () Number of U.S. forces and equipment remaining in the exercise area as a result of any previous exercise.

F. () Number of U.S. forces and equipment remaining in the exercise area as a result of this exercise.

G. () Environmental considerations.

DECL/ {Downgrading instructions} //

NOTE 1. Paragraph 3 should contain a chronological summary of the key exercise events. For example:

A. () <u>OVERALL.</u>	10 NOV	-	20 DEC
B. () <u>DEPLOYMENT PHASE.</u>	10 NOV	-	24 NOV
C. () <u>EMPLOYMENT PHASE.</u>	25 NOV	-	5 DEC
D. () <u>REDEPLOYMENT PHASE.</u>	6 DEC	-	20 DEC

NOTE 2. In paragraph 19, include a statement on the desired psychological effect or impact the exercise may or should have as a result of either deliberate planning or as an outgrowth of the exercise (i.e., reinforce U.S. deterrent effect, enhance U.S. credibility).

APPENDIX I

EXERCISE FUNDING

I-1. GENERAL. The purpose of this appendix is to describe how CFC and USFK exercises are funded. It establishes funding policy, provides definitions of the various exercise costs and funding sources, and prescribes the format for requesting exercise funds. In general, the U.S. CJCS will fund transportation costs (Airlift, Sealift, Port Handling and Inland Transportation). The CJCS, through the Department of the Army funds those costs above mission costs (incremental costs) for CFC, USFK, and EUSA. The CJCS will fund Exercise Related Construction costs when approved. The military services and USSOCOM fund their own exercise expenses. This appendix is primarily concerned with incremental costs.

I-2. DEFINITIONS.

a. **Normal Operating Costs.** Operating and maintenance costs incurred during exercise participation that an organization can project in advance.

b. **Port Handling Costs.** Costs related to receipt, dispatch, documentation, terminal handling and stevedoring of cargo at Ports of Embarkation (POE) and Ports of Debarkation (POD) associated with Military Sealift Command (MSC) shipping support of the U.S. CJCS Exercise Program.

c. **Inland Transportation Costs.** Costs related to the movement of exercise participants and cargo to and from SPOD/APOD and SPOE/APOE or exercise areas by commercial firms, when use of organic transportation is not available or cost effective. Movement is by surface transportation (rail, highway, and inland waterway). Transportation expenses associated with temporary duty, exercise conferences, and air travel are specifically excluded.

d. **Incremental Costs.** Exercise-related expenses over and above normal operating costs. These include such costs as consumable supplies, overtime for certain civilian employees, life support, non-aviation fuel, and communications not covered by transportation funding or the Exercise Related Construction Program. Not included are costs funded by other Service accounts such as flying hours, steaming days, and tank miles.

e. **Exercise Related Construction.** Unspecified minor construction outside CONUS in support of an in-progress, or planned CJCS exercise that results in a facility, or facilities, that remain in any part after the end of the exercise.

I-3. NORMAL OPERATING COST FUNDING. Normal operating costs are paid from the command operating budget of the concerned organization. USFK policy is to allocate sufficient operational tempo funds in subordinate command operating budgets to cover their normal operating costs during exercises. USFK organizations should plan their annual budgets accordingly.

I-4. INCREMENTAL COST FUNDING. The Services and USSOCOM are responsible for funding their components' incremental costs. There are countless types of incremental costs; however, the following are the major categories associated with CFC/USFK exercises.

a. Communications Support Costs.

(1) Theater Secure Video System (TSVS) - Installation/activation of circuits required during an exercise.

(2) TSVS Support - Travel, transportation, and contractor labor costs of personnel deployed to operate TSVS sites.

(3) Dedicated Circuits - Commercial and DSN leased lines.

(4) Simulation Circuits - Commercial and DSN circuits required to support/connect simulation centers.

b. Simulation Support Costs.

(1) Civilian Contractor Costs - Part-time labor for technical expertise, gamer instruction and instructor/controller assistance during an exercise.

(2) Costs to establish, set-up, and run temporary simulation centers.

(3) Costs to establish, set-up, and run simulation models at remote locations.

c. Logistical Support Costs.

(1) Billeting, messing, and janitorial costs over and above those associated with normal operations.

(2) Costs associated with base camp construction to include portable latrine contract and servicing.

d. Copiers and expendable supplies in excess of those required to support normal operations.

e. Overtime pay of regular civilian employees, and KSC extended work week, overtime, and night differential.

f. Overtime pay associated with operating, maintaining and troubleshooting exercise-related circuits and communications systems that have been requested through and validated by the J6. The CJ3 Exercise Division will fund overtime only for those circuits and communications systems that meet criteria established by the J6.

g. CJVB and Combined/Joint Information Bureau support.

- h. Transportation between billeting and work sites during the exercise.

I-5. NON-FUNDED EXPENSES. Incremental Funds will not be allocated for the following types of expenses:

- a. TDY or per diem during an exercise.
- b. TDY for planning conferences.
- c. Exercise participation by another Service.
- d. Single Service Exercises
- e. Pre-and post-exercise costs. The unit's peacetime parent command will fund the incremental costs of pre-exercise preparation and post-exercise activities.
- f. Costs of permanent or semi-permanent construction.

I-6. PROCEDURES.

a. For each exercise, organizations requiring incremental funding will submit a written request at the MPC and the FPC for each exercise. Because the budget process is a continual, ongoing process based on an open dialogue, organizations may update their expense estimates/requests as the exercise develops. Nevertheless, requirements must be identified early in the exercise planning process.

(1) Requests for Life Support Services will be submitted to the J/G4. The format is provided by the J/G4.

(2) Requests for communications services (including copiers) will be submitted to J6-OPS. The format is provided by J6.

(3) Requests for simulation services will be submitted to CBSC. The format is provided by the CBSC.

(4) All requests that do not fall under the above categories require direct submission to the CJ3 Exercise Division. Each request for funding will contain a detailed breakdown of how those funds will be used. A memorandum (similar to that at the end of this appendix) with the following information is required: exercise name, organization requesting funding, and a detailed explanation (who, what, when, where, why, how much) of need.

b. Each request for funding will contain a detailed breakdown of how those funds will be used and a statement that the funding is to support U.S. only or both the U.S. and ROK. An estimated ratio of expenses is required. It is important that each nation pays its own expenses and an equal share of the combined expenses. Based on consolidated input, the CJ3 Exercise Division will negotiate a signed SRMOA, the expense-sharing document that enables both the

U.S. and ROK Governments to receive either monetary reimbursement or payment-in-kind. See Appendix G for an example of the SRMOA.

- c. No funds will be provided without the required cost breakdown.
- d. Recipients of CJCS exercise funds must submit a final cost report to CJ3 Exercise Division NLT 45 days after ENDEX. This report must contain copies of all funding documents. Surplus funds will be withdrawn.

EXERCISE FUNDS REQUEST FORMAT

{NOTE: All requests must contain the following minimum information}

MEMORANDUM FOR ACoS, J3, ATTN: Exercise Division, APO AP 96205-0010

SUBJECT: Request for Exercise Funds

1. Request exercise funds be provided for the following:

a. Name of Exercise {include year i.e. UFL 00}:

b. Organization Requesting Funds: _____

c. Amount Requested: _____

d. Purpose: {Explain in detail how funds will be used}.

e. Will funds be used to support U.S. only, ROK only, or U.S. and ROK? _____

f. If funds will be used to support U.S. and ROK, explain percentage to each {this is required to ensure proper expense sharing}. %U.S. _____ %ROK _____
Rationale behind split is as follows:

2. POC for this action is _____, telephone _____

fax _____

email _____

(signature block)

APPENDIX J

EXERCISE CLASSIFICATION GUIDANCE

J-1. PURPOSE. To provide general guidance on the security classification of information and material for exercises. Specific exercise directives will provide supplemental guidance.

J-2. REFERENCES.

- a. USFK Reg 380-7, Disclosure and Release of U.S. Classified Military Information to Foreign Governments and International Organizations.
- b. U.S. Forces Korea and Eighth U.S. Army Security Classification Handbook, 20 Jul 98.
- c. EUSA Suppl 1 to AR 380-5, Department of the Army Information Security Program.
- d. Memorandum, EUSA ACoS, G2, EAGB-SSO, 28 Oct 99, subject: Classification/Control Markings.
- e. Army Joint Exercise Manual.

J-3. DEFINITIONS.

- a. Releasable to USA and Korea (REL TO USA and KOR). Formerly known as RELROK, "Releasable to USA and Korea" is a caveat applied to United States (U.S.) classified military information which has been created in a U.S.-only environment and subsequently released to the ROK Government, its military forces, Korean Augmentation to the United States Army (KATUSA), or Korean national personnel employed by the U.S. Government. Only the originator is authorized to make a releasability determination.
- b. Releasable to USA and Korea (REL TO USA and KOR), with statement. Formerly known as ROKUS, this classification applies to classified military information generated by the combined forces of the U.S. and the ROK. Although marked the same, material classified under this definition differs from the above in that it contains an additional statement in the text further outlining releasability restrictions. This information is in the domain of both the U.S. and ROK Governments.

J-4. OVERVIEW OF CLASSIFICATION GUIDANCE.

- a. Exercise Particulars:

<u>INFORMATION ELEMENT</u>	<u>CLASS*</u>	<u>DECLASSIFY</u>	<u>REMARKS</u>
Exercise Nicknames	U		
Exercise Concept	S-R	(IAW Source)	Classified by CJCS, J-7

<u>INFORMATION ELEMENT</u>	<u>CLASS*</u>	<u>DECLASSIFY</u>	<u>REMARKS</u>
Exercise Dates	C-R	See Note below	
RAPID THUNDER Dates	U		
Dates of Adjunct Exercises	U		
Major Commands Participating			
Two or fewer unified commands and Joint staff	C-R	(IAW Source)	Classified by CJCS, J-7; Decl after ENDEX
OPLANs to be implemented	S-R	(IAW Source)	Classified by CJCS, J-3
Scenario portrayed threat, geographic locations, and opposing force assignments	S-R	(IAW Source)	Classified by CJCS, J-7
Enemy Order of Battle	S-R	(IAW Source)	
U.S. Order of Battle	Minimum C-R	(IAW Source)	May be classified higher, based on other criteria
Command relationships, command agreements and memos of understanding	U		May be classified based on other criteria
Individual unit participation	U		May be classified based on other criteria
Political or resource constraints that limit the scope of conduct of the exercise	Minimum C-R	(IAW Source)	May be classified higher, if necessary, when directed by the proponent agency identifying the constraint
Classification guide	U		

<u>INFORMATION ELEMENT</u>	<u>CLASS*</u>	<u>DECLASSIFY</u>	<u>REMARKS</u>
Public Affairs guidance	U	(IAW Source)	C-R if discloses exercise dates; Declassified approximately 10 days before STARTEX

b. Planning and Evaluation Particulars:

<u>INFORMATION ELEMENT</u>	<u>CLASS*</u>	<u>DECLASSIFY</u>	<u>REMARKS</u>
CJCS Objectives	S-R	(IAW Source)	Classified by CJCS, J-7. Although classified Secret, certain individual objectives may be classified at a lower level or may be Unclassified
Individual objectives	U		May be classified by the proponent agency based on content
Completed data analysis forms and after action reports agency	U		May be classified by the proponent based on content
Logistical plans that show the sustainability or proposed deployability of the forces	S-R	(IAW Source)	
Ports of embarkation, ports of debarkation, en route staging bases, final destinations	Minimum C-R	(IAW Source)	Classify Secret if host nation support or specific in-country destination identified
Communications network participants, call signs, frequency reporting times, and identifications of reporting stations	C-R	(IAW Source)	

<u>INFORMATION ELEMENT</u>	<u>CLASS*</u>	<u>DECLASSIFY</u>	<u>REMARKS</u>
DEFCON and THREATCON levels associated with the exercise, (i.e. when they occur, how they are communicated, how they are carried out)	Minimum C-R	(IAW Source)	May be classified higher
Any information collectively revealing vulnerability, combat readiness, or combat effectiveness of any unit or command participating in the exercise	S-R	(IAW Source)	
Any shortfall in capability to meet timetables or to provide required resources in support of OPLANs			May be classified higher based on other criteria
Quantitative	S-R	(IAW Source)	
Qualitative	C-R	(IAW Source)	

*CLASS = Classification: U - Unclassified, C - Confidential, S - Secret, R - REL TO USA and KOR

NOTE: Exercise dates are usually declassified 30 days before STARTEX. Exact determination is made through ROK-U.S. consultation and announced by message.

APPENDIX K

EXERCISE RAPID THUNDER (RT)

K-1. GENERAL. RAPID THUNDER is the name of a pre-scripted Combined Battle Staff personnel notification and recall procedures command post exercise (CPX) which incorporates lessons learned from previous exercises. The RT exercises may or may not involve no-notice recalls to train Crisis Action Team procedures.

K-2. PARTICIPANTS. Participating organizations typically include UNC/CFC/USFK, EUSA and/or ACC staffs, organizations directly supporting these staffs, and selected Ground Component Command (GCC) units. Normally, higher, lower, supporting and adjacent organizations are simulated by a control cell and will not participate in RT. When required, the extent of outside participants will be coordinated in advance and announced in the RT LOI during exercise planning.

K-3. RESPONSIBILITIES.

- a. The ACofS, CJ3 serves as the Exercise Director.
- b. The CJ3-Operations Division provides exercise objectives and time requirements to CJ3-Exercise Division.
- c. The CJ3-Exercise Division--
 - (1) Serves as Executive Agent for all RT exercises.
 - (2) Coordinates with CJ3-Operations, CJ3-Plans, C2-Plans, C5-Policy and Plans, J5-Policy and Plans, and CJ6-Operations for planning and execution.
 - (3) Publishes and staffs the SDM, the MSEL, the LOI, and all taskings as required to plan, coordinate, execute, and observe RT exercises.

K-4. EXECUTION. RT Exercise Control will be located at the Yongsan South Post Bunker (Building 5042). All other participants will operate from their Armistice locations. The GCCS-K is the primary communications medium for all RT exercises.

K-5. TIMELINE. The timeline at Figure K-1 will be used to plan, coordinate, and execute RT exercises.

<u>EVENT</u>	<u>OPR</u>	<u>TIMING*</u>
Concept brief to CJ3	CJ3-ED	RT-90
SDM development	C2	RT-80
SDM due to CJ3-ED	C2	RT-30
Publish LOI	CJ3-ED	RT-30
Staff SDM with C5, J5, CJ3-PL, CJ3-Ops	CJ3-ED	RT-25
Collect SDM input from staffs	CJ3-ED	RT-23
Incorporate SDM input	CJ3-ED	RT-21
Staff SDM for CJ3 approval	CJ3-ED	RT-21
MSEL Conference	CJ3-ED conducts	RT-21
Finalize MSEL	CJ3-ED	RT-18
Collect Exercise Controller and Exercise Observer names	CJ3-ED	RT-18
Observer training complete	Observers/CJ3-ED	RT-3
Conduct AAR	Designated facilitator	RT+4

*RT = first date of execution

Figure K-1. RAPID THUNDER Planning Milestones.

GLOSSARY

Section I. ABBREVIATIONS

AAR(s)	after-action report(s) (or review(s))
ACC	Air Component Command
ACofS	Assistant Chief of Staff
A/DACG	arrival/departure airfield control group
AMEMB	American Embassy
APOD	aerial port of debarkation
APOE	aerial port of embarkation
C4ISR	command, control, communications, computers, intelligence, surveillance, and reconnaissance
CACC	Commander, Air Component Command
CAX	computer assisted exercise
CBSC	Combined Battle Simulation Center
CCATF	Combined Civil Affairs Task Force
CCD	critical cancellation date
CECS	combined exercise control staff
CEPS	combined exercise planning staff
CFC	Combined Forces Command
CGCC	Commander Ground Component Command
CINC	Commander in Chief
CJVB	Combined/Joint Visitors Bureau
CMFC	Combined Marine Forces Command
CMO	civil-military operations

CNCC	Commander, Naval Component Command
COMCMFC	Commander, Combined Marine Forces Command
COMCPOTF	Commander, Combined Psychological Operations Task Force
COMCUWTF	Commander, Combined Unconventional Warfare Task Force
COMMEX	Communications Exercise
COMSEC	Communications Security
CONUS	continental United States
CPOTF	Combined Psychological Operations Task Force
CSWI	Chief of Staff warfighting issue
CUWTF	Combined Unconventional Warfare Task Force
CWI	Commander in Chief warfighting issue
DMD	deployment manning document
DPET	deployment planning and execution team
DV	distinguished visitor
ENDEX	end of exercise
EUSA	Eighth United States Army
EW	electronic warfare
EXPLAN	exercise plan
FEBA	forward edge of the battle area
FPC	final planning conference
FTX	field training exercise
GCC-CACC	Ground Component Command-Combined Analytical Control Center
GCCS (-K)	Global Command and Control System (Korea)

HQ	headquarters
IA	Information Assurance
IAW	in accordance with
IMA	individual mobilization augmentee
IPC	initial planning conference
IPR	in progress review(s)
JA	Judge Advocate
JAAR	Joint After Action Report
JCS	Joint Chiefs of Staff
JECG	joint exercise control group
JEPS	joint exercise planning staff
JMETL	joint mission essential task list
JOPES	Joint Operations Planning and Execution System
JRC	Joint Reception Center
JTP	Joint Training Plan
JULLS	Joint Universal Lessons Learned System
LOI	letter of instruction
METL	mission essential task list
MINEX	mini-exercise
MND	Minister of National Defense; Ministry of National Defense
MPC	mid-planning conference
MSC	major subordinate command; Military Sealift Command
MSEL	master scenario event list

MWR	morale, welfare, and recreation
NBC	nuclear, biological, and chemical
NCC	Naval Component Command
NEO	Noncombatant Evacuation Operation
NLT	not later than
ODT	overseas deployment for training
OMOA	Operational Memorandum of Agreement
OPFOR	opposing forces
OPLAN	operation plan
OPR	office of primary responsibility
OPSEC	operations security
PAO	public affairs (office); public affairs (officer)
PSYOP	psychological operations
ROK	Republic of Korea
RSOI	reception, staging, onward movement and integration
SCIF	sensitive compartmented information facility
SCJS	Secretary Combined Joint Staff
SDM	scenario development messages
SLS	senior leadership seminar
SMEB	significant military exercise brief
SOCKOR	Special Operations Command, Korea
SOF	special operations forces
SOFA	Status of Forces Agreement

SOP	standing operating procedures
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SRMOA	(Mutual) Support and Reimbursement Memorandum of Agreement
STARTEX	start exercise
TALCE	Tanker Airlift Control Element
TPFDD	time-phased force and deployment data
TSVS	Theater Secure Video System
UJTL	Universal Joint Task List
U.S.	United States (of America)
USAFK	United States Air Forces, Korea
USCINCPAC	United States Commander in Chief, Pacific
USFK	United States Forces, Korea
USMARFORK	United States Marine Forces, Korea
USNFK	United States Naval Forces, Korea
USPACOM	United States Pacific Command
USTRANSCOM	United States Transportation Command
VTC	video-teleconferencing; video-teleconference

Section II. TERMS

CINC Joint Training Plan (JTP). A plan developed and updated annually by each combatant commander that defines the methods used to train assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements (Joint Mission Essential Task List) over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources. (Joint Training Manual CJCSM 3500.03).

CINC-Sponsored Exercises. Exercises scheduled and executed by the combatant commands. (Joint Training Manual CJCSM 3500.03). For U.S. purposes, CFC exercises are "USCINCPAC-sponsored, CINC CFC executed." For ROK purposes, ROK JCS is the higher HQ.

CJCS Joint Exercise and Training Program. The Chairman's principal vehicle for achieving joint and multinational training. These exercises provide an opportunity to stress strategic transportation and C4I systems and evaluate their readiness and supportability across the full range of military operations. The CJCS Joint Training and Exercise Program has three components: 1) CJCS-Sponsored Exercises, 2) USACOM/USSOCOM Common Joint Task Training Programs, and 3) CINC-Sponsored Joint Training Program. (Joint Training Manual CJCSM 3500.03).

CINC Warfighting Issues (CWI). Warfighting issues with universal applicability. These may or may not require outside action (i.e. USPACOM or the JCS) in order to be resolved. Reported to the JCS for resolution and/or dissemination to other commands. Upon review and action by the assigned OPR, the JCS may return the issue with proposed solution to the identifying command for validation in subsequent exercises.

Chief of Staff Warfighting Issues (CSWI). Warfighting issues with applicability throughout the CFC and USFK staffs. These may require CofS designation of the appropriate OPR for issue resolution.

CJCS-Sponsored Exercises. Exercises focused on training strategic national level joint tasks in which the Chairman, U.S. JCS has primary responsibility for planning, execution and evaluation. CJCS-Sponsored Exercises provide training for national level decision makers and their staffs, aid in determining the readiness and effectiveness of worldwide C4I, and exercise appropriate plans and procedures in crisis response situations. (Joint Training Manual CJCSM 3500.03).

Combined Exercise. An exercise involving forces from at least two countries. Also called multinational exercise.

Combined Exercise Control Staff (CECS). A combined staff, usually led by the Chief of the CJ3 Exercise Division, that monitors overall exercise execution for the Chief Controller. The specific exercise scenario will dictate the various staffs that must be represented on the CECS to ensure training objectives are met.

Command Field Exercise. A field training exercise with reduced troop and vehicle density, but retaining full C2 and combat service support units. (Joint Training Manual CJCSM 3500.03). For CFC, this normally involves using only one-third of tracked-vehicle units (armor, mechanized and self-propelled artillery) and full-up light infantry participation.

Command Post Exercise. An exercise involving the commander, his staff and communications within and between headquarters, in which the forces are simulated. (U.S. JCS Pub 1-02). For CFC, Command Post Exercises are normally conducted from the headquarters' wartime locations.

Command Post Maneuver Exercise. An exercise in which unit command posts deploy and maneuver "in the field" without deploying their respective maneuver forces.

Computer Assisted Exercise (CAX). An exercise in which computers provide conflict resolution in place of scripted inputs or physical contact with an opponent. A CAX provides a means to exercise commanders and staffs in decision-making and in the practice of warfare. The computer hardware and software to conduct a CAX are intended to replicate all the warfighting systems available on the modern battlefield to provide the opportunity to exercise at the appropriate level of war. A CAX can be conducted at any level of war, given the proper computer hardware and software models.

Confederation of Models. A family of simulation models, each replicating portions of the battlefield and operating systems, which are linked through electronic interfaces to provide a "seamless" warfighting simulation capability.

Critical Cancellation Date (CCD). The last date on which an exercise can be canceled without a severe impact on political, financial or force commitments. (Joint Training Manual CJCSM 3500.03). Normally established in recognition of strategic deployment preparations and activities, and coordinated between CFC, USPACOM and ROK JCS. The USCINCPAC Tier I Significant Military Exercises (those involving the USPACOM Commander and staff) are normally not approved by U.S. authorities until just prior to the CCD. The ROK JCS will dictate ROK Government requirements.

End Exercise (ENDEX). An abbreviation that signifies the formal end of exercise play.

Exercise. A military maneuver or simulated wartime operation involving planning, preparation and execution carried out for the purpose of training and evaluation. It may be a combined, joint, or single-Service exercise, depending on participating organizations. (JCS Pub 1-02).

Exercise Chief Controller. The individual appointed by the Exercise Director who provides overall exercise control to ensure a realistic scenario is played which achieves the desired training objectives. Normally, both a Chief Controller and Deputy Controller will be designated, one from the U.S. and one from the ROK.

Exercise Director. The exercise's senior officer in charge who is responsible for publishing the Exercise Directive and ensuring all training objectives are safely achieved. For CFC exercises, the CINC or the Deputy CINC will be the Exercise Director.

Exercise Expense Sharing. The process whereby the U.S. and ROK Governments pay a proportional share of the expenses for conducting a combined exercise which provides training and benefit to both U.S. and ROK personnel.

Exercise Gamer. An individual who is specially trained to provide an interface between the exercise players and the simulation architecture. Duties normally include translating player orders and reports into simulation inputs and then converting simulation results and reports back to player formats.

Exercise Observer. An individual, selected from a particular area of expertise, who observes, records, and reports observations to be used as feedback to the training audience via an AAR and/or exercise reference book for the Exercise Director.

Exercise Player. An individual who performs an OPLAN and/or wartime function during an exercise. Exercise players are the training audience whom the exercise scenario is designed to train.

Field Training Exercise (FTX). An exercise that trains and evaluates actual forces deployed in a field environment under simulated war and/or preparation for war conditions.

Issue. A shortcoming or deficiency identified during training or operations that precludes training to standard and requires focused problem solving. (Joint Training Manual CJCSM 3500.03).

Joint Exercise. An exercise based on joint doctrine and tactics, techniques, and procedures that trains and evaluates joint forces and/or joint staffs to respond to requirements established by joint force commanders to accomplish their assigned missions. (Joint Training Manual CJCSM 3500.03). All CFC exercises are joint and combined exercises.

Joint Exercise Control Group (JECG). An economy of force organization formed to provide exercise control and simulate designated U.S. HQ and agencies. A Level 1 JECG simulates the U.S. NCA, DOS, DOD, CJCS, JS, etc. as required. A Level 2 JECG simulates the USCINCPAC Crisis Action Team and operates under direction of J35. The JECG usually operates 24 hours a day, although at a level of responsiveness less than that normally expected from the U.S. NMCC or USCINCPAC Crisis Action Team. Crisis action decisions beyond pre-scripted events will normally occur only during duty hours when a full USCINCPAC staff is present at the HQ.

Joint Mission Essential Task (JMET). A joint task considered essential to the accomplishment of an assigned or anticipated mission. (Joint Training Manual CJCSM 3500.03). A fundamental element of the concept is the ability to define each task and assess how well it can be performed. Once these two factors are known, the next step is to establish a training and exercise program that will support the plan. The JMETs require forces from two or more services to accomplish.

Joint Mission Essential Task List. A list of JMETs. (Joint Training Manual CJCSM 3500.03).

Joint Universal Lessons Learned System (JULLS). A database of lessons learned from recent operations and exercises accessible to planners throughout the U.S. government.

Lesson Learned. A technique, procedure or workaround that allowed the task to be accomplished to standard based upon an identified shortcoming or deficiency within a specific command or circumstance which may be applicable to others in similar circumstances; a changed behavior based upon previous experiences which contributed to mission accomplishment. (Joint Training Manual CJCSM 3500.03).

Master Scenario Events List (MSEL). A series of pre-planned exercise events, situations and/or correspondence mediums that drives specific training objectives that cannot be accomplished via simulation or other interactive means. The "MSELs" provide an added dimension to exercise design and training opportunities.

Military Exercise. A military maneuver or simulated wartime operation involving planning, preparation and execution. It is conducted exclusively for the purpose of training and evaluating combat readiness. It may be combined, unified, joint, or single-service.

Political-Military Scenario. A narrative description of the situation or play of a military exercise which depicts the interaction of political and military forces.

Significant Military Exercise. Military exercises are deemed significant and require a SMEB if they fall into any of the following categories (Joint Training Manual CJCSM 3500.03):

- (1) Involve comparatively large-scale participation of U.S. or foreign forces or commands.
- (2) Require granting of rights or approval by another nation.
- (3) Have particular political significance, including those planned to occur in politically sensitive areas.
- (4) Are likely to receive prominent media attention.
- (5) Other exercises designated by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, or the scheduling command.

Significant Military Exercise Brief (SMEB). A message from the sponsoring CINC detailing Tier I exercises for possible approval by the U.S. National Security Council. (Joint Training Manual CJCSM 3500.03). The SMEB inputs are due to USCINCPAC NLT 60 days prior to the CCD.

Simulation. A tool that uses manual and automated systems to process user-provided data and real-time inputs yielding results that approximate reality. (Joint Training Manual CJCSM 3500.03). A simulation may be fully-automated (i.e., it executes without human intervention), or it may be interactive or interruptible (i.e., the user may intervene during execution). It is an operating representation of selected features of real-world or hypothetical events and processes. It is conducted per known or assumed procedures and data, and with the aid of methods and equipment ranging from the simplest to the most sophisticated.

Staff Warfighting Issues (SWI). Warfighting issues which can be addressed internally by the reporting CFC/USFK staff agency.

Start Exercise (STARTEX). An abbreviation signifying the formal beginning of exercise play.

Training Event. A scheduled or unscheduled activity which does not qualify as a Significant Military Exercise.

U.S. Executive Agent. The individual appointed by the USCINCPAC to plan and conduct an exercise on behalf of U.S. forces. The appointment occurs when USCINCPAC is the exercise sponsoring command. The executive agent may be a subordinate unified commander, a service component commander, or any other individual designated by the USCINCPAC. For U.S. purposes, the Commander, USFK, is the "Executive Agent" for CFC exercises.

U.S. Exercise Related Construction. Unspecified minor construction outside the continental United States in support of in-progress or planned CJCS or CINC-sponsored exercises which results in facilities that remain, in any part, after the end of the exercise. (Joint Training Manual CJCSM 3500.03).

U.S. Incremental Funding. Funding for U.S. exercise-related expenses such as consumable supplies, per diem, billeting, non-aviation fuel, and communications not covered by transportation funding or the Exercise Related Construction (ERC) Program. These expenses do not include those funded in other Service accounts such as flying hours, steaming days, or tank miles. The U.S. Services (Army, Navy, Air Force, Marines) and the U.S. Special Operations Command are responsible for funding their own incremental expenses incurred in direct support of exercises in the CJCS Exercise program. (Joint Training Manual CJCSM 3500.03).

U.S. Inland Transportation (IT) Costs. The U.S. costs related to the movement of exercise participants and cargo to and from SPOD/APOD and SPOE/APOE or exercise areas by commercial firms, when use of organic transportation is not available or cost effective. Movement is by surface transportation (rail, highway, and inland waterway). Transportation expenses associated with temporary duty, exercise conferences, and air travel are specifically excluded. (Joint Training Manual CJCSM 3500.03).

U.S. Port Handling (PH) Costs. The U.S. costs related to receipt, dispatch, documentation, terminal handling and stevedoring of cargo at Ports of Embarkation (POE) and Ports of Debarkation (POD) associated with Military Sealift Command (MSC) shipping support of the U.S. CJCS Exercise Program. (Joint Training Manual CJCSM 3500.03).

U.S. Sponsoring Command. The U.S. command which conceives of and is responsible for U.S. forces' participation in a particular exercise. It directs exercise planning and execution either by its staff or subordinate HQ. For CFC exercises, the USPACOM is the sponsoring command for the purposes of this definition.

Wargame. A simulation, by whatever means, of a military operation involving two or more opposing forces, using rules, data and procedures designed to depict an actual or assumed real-life situation. (JCS Pub 1-02).